19

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Section 504 Resources Manual

A Guide for Small Institutions to Useful Sources, Services, and Procedures for Locating and Applying for Funds to Meet Section 504 Mandates

PROJECT SHARE

A National Clearinghouse for Improving the Management of Human Services

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Section 504 Resources Manual

A Guide for Small Institutions to Useful Sources, Services, and Procedures for Locating and Applying for Funds to Meet Section 504 Mandates

Lawrence W. Marrs

PROJECT SHARE

A National Clearinghouse for Improving the Management of Human Services

PROJECT SHARE has contracted for the preparation of a monograph series in order to survey the state of the knowledge or the state of the literature in selected subject areas of importance to the human services community. The monograph series provides an opportunity for authors to offer their views and opinions on these topics. It is the aim of Project SHARE to stimulate discussion through the publication of these monographs.

This monograph was prepared in fulfillment of a contract with Aspen Systems Corporation, publisher, as a contribution to the *Human Services Monograph Series*, Project SHARE, Department of Health and Human Services, Washington, DC. The views and opinions expressed in this monograph are entirely those of the author and are not necessarily those of DHHS or Aspen Systems Corporation.

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I. Introduction

Section 504 of the Rehabilitation Act of 1973 states:

> No otherwise qualified handicapped individual in the United States...shall, solely by reason of his handicap, be excluded from the participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving Federal financial assistance.

This law, while generally applauded by handicapped persons and those who serve them through various agencies and organizations, created a great deal of anxiety and confusion among service providers. As the regulations were promulgated and distributed, many administrators of human service agencies were concerned that the costs of implementing Section 504 would be too great for their organizational budgets to absorb. Most of this anxiety resulted from the misconception that Section 504 was basically a "barrier removal bill," and many organizational self-evaluations and transition plans completed by these human service agencies reflected the belief that the only way to achieve program accessibility was through barrier removal.

In recent years, many professional organizations have attempted to provide their constituents with accurate interpretations of the impact Section 504 should have on their agencies. Additionally, the Department of Health and Human Services has done much to dispel the misconceptions about what actions are necessary to meet the mandates of Section 504.

This monograph is one example of DHHS's efforts to provide information to federally funded human service agencies to assist in complying with Section 504 regulation.

Purpose of the Monograph

This monograph is designed to guide the small institution — be it a special-purpose, nonprofit organization such as a day care center, a hospital, a university or college, or a small municipality's government — to the most useful sources and services designed to aid in identifying, locating, and successfully applying for funds to support Section 504 implementation efforts. It is expected that most large institutions and organizations have sophisticated grant offices or personnel that ferret out funding sources appropriate for their agencies; however, smaller institutions and agencies do not usually have the luxury of having grantwriters on their staff or satellite offices in Washington, D.C. Yet, they are expected to meet the mandates of Section 504 to the same degree as the larger institutions.

As the amount of funding and number of programs fundable by Federal, State, and local governments has burgeoned, so, too, has the complexity of identifying and applying for funds to meet specific needs. Numerous commercial and governmental publications purporting to assist grantseekers in applying for funds are being marketed.

The specific purpose of this monograph is to review sources and services advertised in trade publications that might be considered for purchase by agencies and organizations seeking external funds to meet the requirements of the Section 504 regulation. Generally, sources are books, including monographs, handbooks, and other material of similar format, that present data about programs or agencies providing funds in response to applications. "Services" may be newsletters, workbooks, consulting firms, or other strategies for assisting grantwriters *in the process* of applying for funds. Thus, one differentiation between a source and a service is that sources provide information about

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the content of an application, including the funding agency and evaluation criteria, while services provide information about how to apply for those funds—that is, how to write a grant, how to state objectives, and how to state evaluation plans. As presented in advertisements, most of the sources and services purchased and reviewed for this monograph look very appealing to would-be grantseekers. However, as the user of this monograph will discover in later sections, most of them do not directly address funding to meet the needs of Section 504.

The author acquired for review 44 sources and services available either commercially or through government agencies. A critical review of these sources/services focused on four basic topics. Specifically, the following questions were applied to each source/service from the perspective of the potential user of this monograph—that is, a grantwriter with little or no experience seeking funding for a relatively small human service provider who has problems or program ideas not covered by usual funding sources.

1. Does the source/service identify appropriate sources of aid?
2. Is there sufficient information about funding sources to enable decisions about further investigation?
3. Does the source/service supply information about eligibility, application process, etc., and does it list a contact person/agency?
4. Does it provide application guidelines and/or procedures?

The strategy for responding to these major questions considered several variables, and each source/service is discussed according to the format below. Each is assigned a code number for cross-indexing.

Does the source/service:

1. Have a funding emphasis on Section 504 or an indirect emphasis on types of aid that are applicable to elements of the Section 504 regulation?
2. Provide a statement of purpose for funding sources or strategies?
3. Provide a sample or list of projects funded under recommended aid sources or services?
4. Indicate funding levels (range and average grant size)?
5. List number of applicants compared to number funded for each source?
6. Provide information about geographic restrictions?
7. Indicate program restrictions?
8. Consider eligibility requirements?
9. List contact person/agency for suggested aid sources or service providers?
10. Provide application procedures and guidelines?
11. Provide suggestions—tips—on writing successful applications?
12. Provide other data useful to users of the manual?

Use and Format of This Monograph

This monograph is designed to be used in a variety of ways. Most obvious of these is its value as a reference tool for individuals or agencies considering purchase of one or more sources or services reviewed. Information is presented under the following chapter divisions:

Chapter 2, **Critical Review of Selected Sources and Services,** provides the user with answers to the questions delineated above.

Chapter 3, **Prototypical Section 504-Related Needs,** discusses a variety of compliance problems experienced by 1 or more of the 50 case studies investigated by Lawrence Johnson and Associates, Inc. (LJA), under contract to DHHS. These case histories were analyzed by the author in terms of types of problems encountered by the studied institutions and types of solutions that they implemented or LJA recommended. Thus, users of this monograph might find examples here that are similar to their own institution's situation and should be able to take some direction from the experiences of others. The chapter also discusses types of Section 504 compliance issues that have cost implications and types of recipients hardest hit by these costs.

Chapter 4, **Synthesis of Sources and Services and Suggestions for Acquiring External Funding,** provides direction for identifying and utilizing sources and services in creative ways. It includes a description of a process or tracking system that the user can follow in searching for funds, including key points to remember in a grantseeking process. Chapter 4 also focuses on creative alternatives in problem resolution, stressing ways to increase the probability of locating funding sources, and cites some general axioms and principles of grantwriting.

The appendix, **Other Potential Resources for Technical Assistance,** lists organizations utilized by the 50 case studies and the roles of local, State, and Federal agencies in assisting users in complying with Section 504.

II. Critical Review of Sources and Services

A primary purpose of the *Section 504 Resources Manual* is to provide the grantseeker with usable information regarding commercially available materials that provide assistance in the development of fundable applications. This chapter contains brief statements on the content and applications of 38 monographs, books, newsletters, and other sources and services containing information about where and how to obtain funding from foundations and State and Federal agencies. For each source or service reviewed, there is a general content statement followed by a summation paragraph containing types of information and types of aid covered. Where warranted, there is also a brief outline of the publication.

The sources and services are listed according to their utility for resolving Section 504 implementation problems. The sources and services are listed alphabetically within each category, i.e., excellent, good, and fair to poor.

Some sources and services include procedures for acquiring funds from foundations and Federal agencies. Many of the documents reviewed provided "how to" information regarding grantwriting or some other aspect of fundraising. Several of the sources and services were special-purpose documents and have been so indicated in the matrix in figure 1, a comprehensive table of pertinent information from the reviews. While a special-purpose document may be rated excellent, the user should be aware of the context of the rating; that is, it might be an excellent "how to" manual, but it may not lead the user to any specific funding source.

Obviously, the ideal source would: (1) be indexed by 504 problem and funding programs; (2) be comprehensive in grant programs listed; (3) contain data on how to get a grant; and (4) tell how to write effective proposals. Unfortunately, this ideal source or service does not exist.

None of the sources and services reviewed focused directly on acquiring funds for meeting the mandates of Section 504. Chapter 4 of this monograph describes creative grantsmanship in terms of developing fundable projects that serve the purpose of meeting 504 mandates while responding to funding-agency criteria. Many of the sources and services reviewed provide information about and suggestions for acquiring funds that can incidentally and serendipitously assist small institutions and organizations in solving their Section 504 problems. Thus, the author emphasizes creative fundseeking, i.e., considering numerous alternatives to problem solution.

The matrix illustrated in figure 1 contains 13 headings. Areas of information covered by each publication have been indicated in the matrix by "+," areas that are not covered are indicated by "O." One may see at a glance which of the publications pertains to a given topic, a timesaving asset for the grantwriter. Topic headings included in figure 1 are discussed individually below.

Rating System in Figure 1

Each of the sources and services was rated according to the stated criteria. While none met the ideal criteria, several received an "excellent" designation because of their potential use in creative problemsolving. Some of these were special-purpose sources or services and were so marked "*." Thus, users should be aware that not all top-rated documents will do all things, but all are excellent at

something. Many of the sources and services marked provide little if any information about specific funding sources. Their sole mission is to provide a general format for grantwriting. Some of the top-rated — excellent — sources and services do this very well; others do not.

Topic Headings in Figure 1

Types of Information Provided

Sources of Aid Identified

There are a myriad of foundations, philanthropic organizations, government agencies, and other groups that have monies available for various purposes. Where sources of aid are marked "+," the publication contains a list of these organizations. Addresses are available for further information regarding funding from the source of aid.

References of Aid Identified

This category refers to those publications that do not themselves provide information regarding specific sources of aid but do contain reference lists where grantwriters may obtain this type of information.

There are many corporations, foundations, trusts, and other organizations whose main purpose is to provide monies to specified recipients. As one of these prospective recipients, the grantwriter should submit a proposal to the organization most inclined to fund a particular type of project. Some basic areas of awards are listed in figure 1 under "Types of Aid Covered."

Eligibility or Contact Listed

When this topic is indicated, it means not only is there a list of organizations with funding programs, but there is also a list of the eligibility requirements that must be met. Some grants-in-aid are available only to certain racial minorities, to residents of certain geographic locations, or to other special-interest groups, and it would be most beneficial to know these restrictions before applying. When a contact person is listed, there is usually a phone number or address separate from that of the main organization. The contact person's responsibility is to facilitate the request for aid from the cited source. In the event that the publication does not list specific eligibility requirements, the contact person will supply all necessary information.

Application Procedures Provided

The procedures necessary to apply for available funds vary from organization to organization. Application forms or general formats for more detailed writeups are provided by publications registering "+" in this area. Some sources may even publish samples. The grantwriter who has this information will have a time advantage over the person who must write to the organization for these data. Many groups refuse to consider granting aid unless specific application procedures are followed.

Types of Aid Covered

General Grants

This category refers to an award of funds with minimal limiting conditions. General criteria might include such esoteric criteria as the "value of the project to the public good" or some other broadly stated purpose. These funds are usually awarded for a specific purpose over a specified period of time.

Section 504 Program-Specific Support

This category is indicated if the source or service delineates funding opportunities that exist specifically to assist applicants in meeting Section 504 requirements.

Facility Construction

Facility construction (or modification) may be necessary to accommodate handicapped persons in an agency's programs and activities. Facility construction may include anything from ramps and elevators to meeting rooms.

Research and Innovation

Research and innovation can generally be defined as experimentation for the purpose of discovery, revision, and/or application of new or revised theories and facts. Some funding agencies are totally committed to this type of project, while many more have some monies earmarked for this purpose.

Personnel Development

This category lends itself to a number of possibilities ranging from providing education or awareness sessions for currently employed personnel to integration of staff with handicapped members. Personnel development may be crucial to the success of many seemingly unrelated projects.

Other Restricted Purposes

Sources of funding having specific funding purposes and/or criteria for awarding monies other than the preceding are marked "+" in this column. Usually narrow focused statements of purpose are announced; and grantwriters must ferret out agencies or organizations with interests similar to their purposes.

Unrestricted Purposes

This category reflects an absence of published criteria for funding.

"How To" Information

Those sources and services that focus extensively on instructing readers in format, procedures, letterwriting, sample applications, or other "how to" strategies are marked with "+."

Figure 1
Ratings of 37 Sources and Services

Sources and Services	Types of Information Provided						Types of Aid Covered						
	Sources of aid identified	References of aid identified	Eligibility requirements stated	Contact person listed	Application procedures provided	General grants	Sec. 504 program-specific support	Facility construction	Research and innovation	Personnel development	Other restricted purposes	Unrestricted	"How To" information
Excellent – Top Rated													
1. Annual Register of Grant Support 77-78 and 78-79	+	+	+	+	+	+	o	o	+	o	+	o	+
2. Catalog of Federal Education Assistance Programs-1978	+	+	+	+	o	+	o	+	+	+	+	o	o
3. Council on Foundations	+	+	+	+	+	+	+	+	+	+	o	+	o
4. Federal Grants & Contracts Weekly	+	+	+	+	o	+	+	+	+	+	+	+	o
5. Finding Federal Money	+	+	+	+	+	+	o	+	+	+	+	+	o
6. Foundation Center	+	+	+	+	+	+	+	+	+	+	o	+	o
7. Foundation Grants to Individuals 1977	+	o	+	+	+	o	+	+	+	+	o	+	o
8. Getting A Grant*	o	+	o	o	+	+	o	o	o	o	o	+	+
9. Grantsmanship Center	+	+	+	+	+	+	+	+	+	+	o	+	o
10. Guidelines for Proposal Writers	+	+	+	+	+	o	+	+	+	+	+	o	+
11. Public Service Materials Center	+	+	+	+	+	+	+	+	+	+	o	+	o
12. The Foundation Directory	+	+	+	+	+	+	o	o	+	o	o	+	o
13. The Grant Writer's Handbook*	o	+	o	+	+	+	o	o	o	o	o	+	+
14. Using Title XX To Serve Children & Youth	+	+	+	+	+	+	+	+	+	+	+	+	o
Good													
15. A Manual for Obtaining Government Grants*	o	+	o	o	+	+	o	+	+	+	o	+	+
16. Annual Analysis of Federal Competitive Procurements in Management Consulting	+	o	+	+	+	o	+	+	+	+	o	+	+
17. Catalog of Federal Domestic Assistance	+	+	+	+	+	+	o	+	+	+	o	+	o
18. Federal Education Grants Directory	+	+	+	+	+	o	o	+	+	+	+	o	o
19. Grants: How To Find Out About Them & What To Do Next	+	+	+	+	+	+	o	+	+	+	+	+	+
20. How To Create a Winning Proposal*	o	o	o	o	+	+	o	o	o	o	o	+	+
21. How To Get Government Grants	o	+	o	o	o	+	o	o	+	o	o	+	+
22. How To Raise Funds from Foundations	o	+	+	o	+	+	o	o	+	o	o	+	o
23. How To Write Successful Foundation Presentations*	o	o	o	o	+	+	o	o	o	o	o	+	+
24. Obtaining External Funding: A Seminar Manual*	+	+	+	o	+	+	o	o	o	o	+	+	+
25. Obtaining Federal Money	+	+	+	+	+	+	+	+	+	+	+	+	o
26. Federal Assistance for Programs Serving the Handicapped	+	o	+	+	+	o	+	+	+	o	o	+	o
27. The Complete Fundraising Guide*	o	+	o	o	+	+	o	o	o	o	o	+	+
28. The Grants Planner: A Systems Approach to Grantsmanship	+	+	+	o	+	+	o	o	o	o	o	+	+
29. The Grantsmanship Process Primer for Directors of Special Olympics*	+	+	+	o	+	o	+	+	+	+	+	o	+
30. Where America's Large Foundations Make Their Grants	+	+	+	+	o	+	o	o	+	o	+	+	o
Fair to Poor													
31. A Basic Guide to Proposal Development*	o	o	o	o	o	o	o	o	o	o	o	o	+
32. Grants Administration	o	+	o	o	o	+	o	o	o	o	o	o	+
33. Guide to Section 504 Self-Evaluation*	+	+	o	o	o	o	+	+	o	+	o	o	o
34. How To Prepare a Research Proposal	o	o	o	o	+	o	o	o	+	o	o	o	+
35. KRC Fundraisers' Manual*	o	o	+	o	+	+	o	+	o	+	+	o	+
36. Summary of Grants & Contracts-HEW	+	o	o	+	o	+	o	o	+	o	+	o	o
37. The Proposal Writer's Swipe File	o	o	o	o	o	+	o	o	o	o	+	o	+

* *Special Purpose*

Source and Service Reviews

Source/Service 1

Annual Register of Grant Support, 1977-78. Eleventh Edition. Marquis Academic Media, Chicago, IL. 757 pages. 1977.

The *Annual Register of Grant Support* is a standard reference source of nonrepayable financial support, detailing the grant support programs of agencies, foundations, corporations, trusts, unions, associations, and organizations. The range of interest includes research projects, publication support, equipment, construction, and training. Each program description includes (1) type of award; (2) purpose; (3) duration of grant funding; (4) eligibility; (5) previous recipient; (6) application instructions and deadline; (7) funding organization information; and (8) areas of interest and other pertinent stipulations.

The *Register* is useful for identifying and referencing sources of aid. Awards are both general and specific but are not applicable to Section 504 per se. Purposes are restricted to specific areas of interest of the funding sources.

Annual Register of Grant Support

I. Program Planning and Proposal Writing
   - A. Includes seven steps detailing proposal format and summary
   - B. Includes information concerning the Grantsmanship Center

II. Areas of Interest
   - A. General
   - B. Humanities
   - C. Internal affairs
   - D. Race and minorities
   - E. Urban and regional affairs
   - F. Education
   - G. Social sciences
   - H. Physical sciences
   - I. Life sciences
   - J. Technology

III. Specific Information
   - A. Alphabetical listing of sources
   - B. Program details
     1. Name of program
     2. Type
     3. Purpose
     4. Eligibility
     5. Financial data
     6. Application information
     7. Contact person

Annual Register of Grant Support, 1978-79. Twelfth Edition. Marquis Academic Media, Chicago, IL. 736 pages. 1978.

This is an updated edition of the 1977-1978 publication presented in the same format as the earlier version.

Source/Service 2

Catalog of Federal Education Assistance Programs-1978. U.S. Department of Health and Human Services, Office of Education, Superintendent of Documents, U.S. Government Printing Office, Washington, DC 20402. 756 pages.

This publication contains descriptions of and indexes to Federal programs administered by the U.S. Office of Education, plus programs administered by other Federal agencies in support of services, programs, activities, and training available to the general public. It includes grants, loans, scholarships, and other types of financial assistance; technical assistance, counseling, and professional training; and provisions of Federal property and facilities.

This publication is considered to be of value to the grantseeker and identifies sources of aid, references of aid, eligibility requirements, contact persons, general grants, facility construction, research and innovation, personnel development, and other restricted aid grants. Unfortunately, application procedures, Section 504 program support, and unrestricted grant information are not outlined.

Catalog of Federal Education Assistance Programs

I. Table of Programs
   - A. Program section number
   - B. Program name

II. Program Descriptions
   - A. Program section and name
   - B. Federal agency
   - C. Authorization
   - D. Objectives
   - E. Types of assistance
   - F. Uses and use restrictions
   - G. Eligibility requirements
     1. Applicant eligibility
     2. Beneficiary eligibility
     3. Assistance considerations
        - a. Formula and matching requirements
        - b. Length and time phasing
     4. Financial information
        - a. Account identification
        - b. Obligations
        - c. Range and average of financial assistance
     5. Regulations, guidelines, and literature
     6. Information contacts
        - a. Regional and local offices
        - b. Headquarters office

III. Administrative Agency Index
   - A. Alphabetized agencies list
   - B. Section numbers that correlate with agencies

IV. Authorization Index
   - A. Name of act authorizing program
   - B. Section number

V. Public Law Index
   - A. Public Law number
   - B. Title and section number

VI. U.S. Code Index
   A. U.S. Code Index Citation of Acts Authorizing Programs
   B. Section number

VII. General Index
   A. Key words and phrases (key-word-in-context)
   B. Alphabetical specific index

VIII. Beneficiary Index
   A. Special descriptors
   B. Available programs
   C. Section numbers

IX. Program Name Index
   A. Alphabetical specific index
   B. Program names by significant words (key-word-out-of-context)

Source/Service 3

Council on Foundations, 888 Seventh Avenue, New York, NY 10019. (212) 489-7120.

The Council on Foundations is a membership organization of grantmaking foundations. It provides consultative and other services to its members and prospective members. It conducts meetings to help those in the grants field keep up to date with new information and trends.

The Council's chief publication is *The Foundation News,* a bimonthly newsletter available to the public. This is an excellent resource as it provides feature articles in all fields, from legislation to medicine to education, that are relevant to the funding picture. The newsletter reviews new publications and will keep the grantseeker abreast of personnel changes in foundations. It also lists current foundation grants of $5,000 or more and publishes the Foundation Center's *Foundation Grants Index.* In addition, the Council on Foundations publishes an annual report, a community foundation news, a regional reporter, and various monographs and handbooks related to the field.

The Council is considered a resource service. It details sources of aid identified, references of aid, eligibility requirements, contact persons, and application procedures. It provides information on general grants, Section 504 support aid, facility construction, research and innovation, personnel development, and other unrestricted grant aid.

Source/Service 4

Federal Grants and Contracts Weekly. Capitol Publications, Inc., 2430 Pennsylvania Avenue, NW, Washington, DC 20037

This weekly newsletter-formatted document includes notices of requests for proposals and other offerings published by the Federal Government (usually in the *Commerce Business Daily*). It includes a Grants Calendar with application due dates; a news summary of the current Washington scene as it affects funding; an "RFP of the Week" with indepth presentation and analysis of one or more RFP's; an Agency Profile that details the priorities and funding history of selected funding agencies; a Grants Alert section naming an offering and providing some details about objectives, uses, and restrictions; and an RFP's Available section that provides the title and contact information on several RFP's.

This document is useful to grantseekers desiring to keep abreast of funding possibilities, particularly relating to human services. It amplifies on current offerings and would not be of much assistance to a grantwriter with a specific problem (unless it happened that timing of the problem identification

and offering of the RFP were somewhat simultaneous). Nevertheless, this newsletter service is useful for small agencies that cannot devote significant manpower to monitoring the availability of Federal funds through more systematic and timely means such as *The Commerce Business Daily* or *The Federal Register.*

Source/Service 5

Copeland, W.C. *Finding Federal Money for Children's Services.* Hecht Institute for State Child Welfare Planning, Child Welfare League of America, Inc., New York, NY. 63 pages. 1976.

The purpose of this publication is to provide technical information at the State and local levels about legislation, funding regulations, guidelines, and operating requirements in relation to Title XX of the Social Security Act and related funding provided by DHHS. The manual deals with finding, getting, contracting for, managing, and documenting what is done with human services money. Alternative sources of funds are discussed in cases where the State has spent up to its ceiling.

This manual is useful in that it deals with DHHS funding sources but is limited in that it is specific to children's services. It is a source of aid information and references the gamut of Federal sources. Contact persons are listed, application procedures delineated, and eligibility requirements stated. It is useful in general grants information and both restricted and unrestricted purposes, dealing with Title XX and DHHS. Information on facility construction, personnel development, and research and innovation could be solicited from the sponsoring institute.

Source/Service 6

The Foundation Center, 888 Seventh Avenue, New York, NY 10019. (212) 975-1120.

The Foundation Center, as an independent educational institution, is considered to be a leading resource for foundation information. Supported mostly by foundation grants, the center gathers, analyzes, and disseminates information on philanthropic foundations in the public interest.

Its wide variety of services includes the publication of the *Foundation Directory* and other books and reports regarding funding information. *The Foundation Directory,* which has become the grantseekers' Bible, is without a doubt an indispensable tool for any grant search. To keep the directory up to date, the Foundation Center also publishes *The Quarterly,* which furnishes revised listings and financial data regarding the larger foundations included in the directory. These listings are cross-referenced with the directory for easy access. *The Quarterly* is available from Columbia University Press.

In addition to these primary publications, the Foundation Center collects information on all U.S. foundations via questionnaires, newsclippings, reports, correspondence, and copies of governmental records. The center maintains national libraries in Chicago, New York, and Washington, D.C. These are open to the public free of charge Monday through Friday and are a resource of many standard reference works, public records, periodicals, annual reports, and other documents related to the foundation field.

The center also maintains 41 regional collections in cooperation with local institutions. These contain annual reports on microfilm as well as the center's own references and publications. The center occasionally publishes and makes available additional reports pertinent to fundraising development.

The center regularly compiles the Foundation Grants Index, which is published in the *Foundation News* (a Council on Foundations newsletter). This index lists foundations alphabetically by State and reports the basic facts relating to grants that have been awarded. This index is part of the computerized Grants Data Bank maintained by the center. Because of its computerized form, the bank is

conducive to individual grant searches. Grantseekers may request printouts by recipient name, geographic location, key words, or phrases. The search takes 10 days to 2 weeks to process. Search forms can be requested and obtained from the Foundation Center.

The Foundation Center is considered an excellent information service. The center's materials identify sources of aid, references of aid, eligibility requirements, contact persons, and application procedures. It gives information on general grants, Section 504-specific support, facility construction, research and innovation, personnel development, and other unrestricted grant information.

Source/Service 7

Kurzig, C.M., Kestenbaum, J., Steinholl, J., and Tsang, M. *Foundation Grants to Individuals.* The Foundation Center, New York, NY. 227 pages. 1977.

This publication focuses solely on funding sources from private foundations. Information on the Foundation Center, its publications, and library services is included, with advice for submitting a request. There is background information on the Federal laws involved in general support grants.

The descriptive directory is divided into the following categories: (1) undergraduate and graduate scholarships; (2) fellowships; (3) residencies, internships, and in-kind services; (4) grants for foreign individuals; (5) loans; (6) general welfare and medical assistance; (7) awards, prizes, and grants through nominations; (8) company-sponsored foundations and employee funds; and (9) unspecified purpose and eligibility grants. Some categories include subheadings for general and specific subject areas, specific recipients, or geographic requirements.

The indices include subject interests, State restrictions, travel funds, foundation affiliates, addresses for brochures and annual reports, and foundations in alphabetical order.

This directory provides some excellent and useful information. It details sources of aid and eligibility requirements and lists contact persons and application procedures. General grant information and aid for other restricted purposes, including Section 504 support, are not mentioned, though useful data regarding Section 504 program support, facility construction, research and innovation, personnel development, and unrestricted aid are presented.

Source/Service 8

Lefferts, R. *Getting a Grant: How to Write Successful Grant Proposals.* Prentice-Hall, Inc. 160 pages. 1978.

Getting a Grant deals specifically with basic principles and skills in composing grants proposals. The text includes definitions, types of proposals, and criteria for evaluating proposals. Presented within the text are descriptions of five types of proposals—program, research, planning, training, and technical assistance. One section includes a detailed account of proposal components, and the final section deals with locating and soliciting funding sources. This publication is a general-information guide useful to beginning grantseekers and for familiarizing readers with the basics of grantwriting.

This publication is very useful, with specific information concerning application procedures. As a general-information guide, it does not deal with particular sources or references of aid and contact persons. Types of aid include general and unrestricted purposes. It does not deal with Section 504, facility construction, research and innovation, or personnel development.

Source/Service 9

The Grantsmanship Center, 1015 West Olympic Boulevard, Los Angeles, CA 90015. (213) 485-9094.

The Grantsmanship Center, a nonprofit, tax-exempt educational institution, has the distinction of being the largest institution in the country exclusively devoted to funding processes. It conducts over 100 week-long training workshops in various cities across the country dealing with low-cost program planning and resource development. It employs a research staff and maintains a library. Its chief publication is the magazine *The Grantsmanship Center News*.

The *News* features articles covering the entire grantseeking arena. Of prime importance is its update on the upcoming deadlines for foundation applications in various fields. In addition to articles regarding national trends, Federal regulations, and program innovations, articles on planning, proposal writing, and strategy are often presented. The bimonthly magazine also highlights current publication resources and gives information regarding its own Grantsmanship Training Programs schedule.

The Grantsmanship Training Programs, which are conducted throughout the nation, include in their curriculum such topics as foundation funding, Federal funding, program planning, proposal writing, long-range planning, using the media, board of directors, etc.

The Grantsmanship Center services are considered excellent, identiyfing sources of aid, references of aid, eligibility requirements, contact persons, and application procedures, and supplying information regarding general grants, Section 504 support, facility construction, research and innovation, personnel development, and other unrestricted grant information.

Source/Service 10

Bakalis, M.J. *Guidelines for Proposal Writers. Title III Elementary and Secondary Education Act of 1965.* Office of the Superintendent of Public Instruction, State of Illinois. 40 pages.

This publication is unique in that it informs the educational community about submitting proposals applicable to Title III of the Elementary and Secondary Education Act of 1965. These guidelines reduce the paperwork involved for the grantseeker.

Included are yearly deadlines for all phases of the proposal-submitting process. Chapter 1 provides general information and procedures for submission of preliminary proposals, detailed to the following extent: (1) purpose of Title III, as to objectives and innovation process; (2) State advisory council, its composition and purpose; (3) application procedures, applicant definition, letter of intent, and proposal-submission sections; (4) suggestions for writing proposals, including abstracts, planning, problem definitions, objectives, activities, and strategy; (5) critical education needs; (6) handicapped children and special education needs; (7) local education needs; (8) approval criteria; (9) preliminary proposals; (10) subcontracting; (11) construction; (12) equipment; (13) resources; (14) information for nonprofit, private schools; and (15) definitions, among other things.

Chapter 2 delineates submitting a formal proposal and is presented in the same concise form as chapter 1. As the manual is of limited scope, all the necessary forms are included in the appendices so that they may be photocopied.

This publication is an excellent example of the type of information that can be interpreted for Section 504 implementation. Sources and references for information are listed, eligibility requirements are stated, and application procedures are provided. The information is specific to Title III, however, and application to Section 504 is general rather than specific. Facility construction, research and innovation, and personnel development are all included under the plans of action for implementing any of the proposals afforded through this publication.

Source/Service 11

Public Service Material Center, 355 Lexington Avenue, New York, NY 10017.

The Public Services Material Center is an independent publishing house that was established in 1967 to provide informative and useful materials relating to fundraising. To date, its most pertinent publications are:

The New How To Raise Funds from Foundations by Joseph Dermer.
Where America's Large Foundations Make Their Grants (1974-75 edition).
How to Write Successful Foundation Presentations by Joseph Dermer.
The 1972-73 Survey of Grant-Making Foundations.
How To Get Your Fair Share of Foundation Grants by nine experts.
The Complete Fund-Raising Guide by Howard R. Mirkin.

Public Service Material Center publications are excellent resource tools for the grantsman. They identify sources of aid, references of aid, eligibility requirements, contact persons, and application procedures. The various materials supply information regarding general grants, Section 504 support, facility construction, research and innovation, personnel development, and other unrestricted grant information.

Source/Service 12

Lewis, M.O., Ed. *The Foundation Directory,* 6th Edition. The Foundation Center. 661 pages. 1977.

The Foundation Directory is the standard reference for information about nongovernmental grantmaking foundations in the United States. Full entries are included for 2,818 foundations qualifying by definition, size of assets, or by aggregate annual giving. National and regional collection centers are listed within this text.

The descriptive directory follows this format:

Region (State)

I. Foundation name (in alphabetical order)
   A. Address
   B. Donors
   C. Purpose and activities
   D. Financial data
   E. Officers and trustees
   F. Contact person
   G. IRS employer identification number

The indices include the following: (1) lists of foundations by State and city; (2) lists of donors, trustees, and administrators; (3) list of foundations; and (4) lists of fields of interest.

The types of information provided include sources of aid, references of aid, eligibility requirements, contact persons, and application procedures. Under types of aid covered, the directory serves more general purposes, serving unrestricted purposes in the areas of research and innovation. Section 504 is not listed, nor is facility construction or personnel development.

Source/Service 13

Conrad, D.L. *Grant Writer's Handbook.* Public Management Institute. 343 pages. 1979.

This publication deals with the specifics of grantseeking. The publication is divided into four topics: (1) articles on effective proposal writing, using a consultant, and putting together a government application; (2) tools, photocopy worksheets, forms, and checklists; (3) training designs for board, staff, and volunteers (these exercises teach one how to critique and write proposals and how to train

staff in interacting with funding officials); and (4) resources, including charts, information sheets, grantseekers' publications, and other vital data on grants today.

This publication references but does not specifically list sources of aid. There are good "how to" suggestions, and contact persons are listed by job title. Application procedures are well delineated. Eligibility requirements are not stated. The handbook discusses grants and does not deal with Section 504, facility construction, research and innovation, personnel development, or restricted purposes.

Source/Service 14

Twiname, J.D., Moore, W.A., and Mott, P.E. *Using Title XX to Serve Children and Youth.* Child Welfare League of America, Inc. Mott McDonald Associates, Inc. Office of Child Development-Children's Bureau, U.S. Department of Health, Education, and Welfare. 76 pages. 1978.

Title XX is a funding source for social services to children and youth and their families. The funding provides for the delivery of such services as adoption, protective services, day care, day treatment, foster care, service to unmarried parents, and child and family counseling. These services are provided directly by public welfare agencies and through purchase of service contracts with private agencies. The purpose of this publication is to ensure a knowledgeable advocacy group related to Title XX, to State rules and requirements, and to encourage active participation in public planning processes.

Information is provided about the Hecht Institute for State Child Welfare Planning, which is affiliated with the Child Welfare League of America, its publishing activities, current information available, newsletters, and consultation services.

The manual is organized as follows: Section 2 describes the background and philosophy of Title XX; section 3 outlines the operating requirements of the law; section 4 describes the planning requirements in Title XX along with detailed examples of how Title XX can be used to fund service programs oriented to children and youth; and section 5 suggests some "next steps" for State or local action.

This publication is of excellent utility. Title XX is referenced as a source of aid with other available sources of aid referenced as well. Eligibility requirements are given, contact persons are listed, and application procedures are provided. The general and specific grant information provided would aid the grantseeker in such areas as facility construction, research and innovation, and personnel development for restricted or unrestricted purposes.

Source/Service 15

Urgo, L.A. *A Manual for Obtaining Government Grants.* Robert J. Corcoran Company. 29 pages. 1972.

A Manual for Obtaining Government Grants details, in the introductory section, the grantseeking process from finding sources to soliciting information on rejected proposals. Next is a section dealing with the correspondence involved in this process, with the following model letters provided: (1) initial inquiry; (2) abstract accompaniment; (3) abstract; (4) following a personal visit; (5) requests for funding lists; and (6) requesting information on proposal turndowns.

The third section of this manual covers proposal tips, bidding and winning, preparation of research proposals, rating criteria and examples of recent failures, and models of consolidated evaluation sheets. Sources for advice and proper channels are discussed, and appendices include facts about the interdisciplinary interrelationships of Federal and non-Federal funding sources.

The manual references aid sources but does not list sources per se. It does not list eligibility requirements nor contact persons, but does provide general application procedures. The information is general and does not consider Section 504, which was legislated after this manual was written.

Source/Service 16

Kooi, B., Kelly, W., and Watson, C. *Annual Analysis of Federal Competitive Procurements in Management Consulting, FY '77.* Washington Representative Services, Inc., Capitol Publications, Inc. 143 pages. 1978.

This publication is a comparison of contracts and agencies, useful for management consultants who solicit Government funds for profit and nonprofit companies, institutes, research labs, training services, policy studies, literature reviews, surveys, audits, and systems development. Figures are compiled from a review of about 1,300 Federal procurements from all branches of Government for fiscal year 1977. The key questions answered by this publication are: Who in the Federal Government awarded competitive contracts? For what kinds of jobs? For how much? At what peak times of the year?

A section of this book defines competitive bidding (contracts) and restricted competition (grants). Another section analyzes published proposal requests including listings of the subagencies that have proved to be the largest contributors, task areas, monies expended, months expended, and peak periods of agency performance. The appendix includes tables of selected procurements awarded and cancelled for fiscal year 1977.

This publication offers information that, if generalized, could be useful to Section 504 applicants. Application procedures are provided, sources of aid are listed and referenced, eligibility requirements are stated, and contact persons are listed. This text serves unrestricted purposes generalizable to specific intents; it does not deal specifically with Section 504. Facility construction, research and innovation, and personnel development are discussed.

Source/Service 17

Catalog of Federal Domestic Assistance. Superintendent of Documents, U.S. Government Printing Office, Washington, DC 20402.

This publication provides information on all federally funded programs. The areas served include (1) agriculture; (2) business and commerce; (3) community development; (4) consumer protection; (5) cultural affairs; (6) disaster prevention and relief; (7) education; (8) employment, labor, and training; (9) energy; (10) environmental quality; (11) food and nutrition; (12) health; (13) housing; (14) income security and social services; (15) information and statistics; (16) law, justice, and legal services; (17) natural resources; (18) science and technology; and (19) transportation.

The catalog is designed to (1) describe the program — objectives and types of activities; (2) describe the eligibility requirements, formulas of distribution, uses and restrictions, obligations and duties of recipients, and types of assistance; (3) provide financial information — past, present, and future; (4) identify information contacts; (5) describe application procedures; (6) identify program policies and regulations; and (7) coordinate programs.

Types of assistance include: (1) formula and project grants; (2) direct payments for specified and unrestricted use; (3) direct, guaranteed/insured loans; (4) insurance; (5) sale, exchange, or donation of property and goods; (6) use of property, facilities, and equipment; (7) provision of specialized services; (8) advisory services and counseling; (9) dissemination of technical information; (10) training; (11) investigation of complaints; (12) Federal employment; and (13) research contracts.

This publication is a good source of information. It lists sources and references of aid, eligibility requirements, contact persons, and application procedures. Since it is comprehensive, it covers both

general and restricted uses, facility construction, research and innovation, and personnel development. The catalog does not specify programs that are specific to Section 504, and most references will require further followup by grantseekers to determine relevance to a specific agency with an identified problem.

Source/Service 18

Federal Education Grants Directory. Capitol Publications, Inc. Washington, DC. 171 pages. 1978.

This publication provides information for the education community and includes entitlements, discretionary grants, technical assistance, and training programs. The directory deals specifically with the Department of Health and Human Services and its Office for Civil Rights and Education Division. Detailed organization charts are included for DHHS, the National Science Foundation, National Endowments for the Arts and for the Humanities, and the Food and Nutrition Service. This format delineates contact persons, addresses, and phone numbers.

The directory identifies and describes aid sources, eligibility requirements, and application procedures. General grants and Section 504 specifics are not included per se, but grants covering facility construction, research and innovation, and personnel development are listed under a variety of programs. The volume is restricted as to specific purposes.

Federal Education Grants Directory

I. Agencies, Divisions, Offices, Bureaus, Services
   - A. Includes charts detailing the branches within each agency.
   - B. Includes names of directors and branch officers, addresses, and phone numbers

II. Key Public Information Contacts
   - A. Includes offices directly related to national, regional, and educational services
   - B. Includes names, addresses, and phone numbers of persons associated with each office

III. Joint Dissemination Review Panel
   - A. Includes program heads and task force directors for the National Institute of Education
   - B. Includes specialists, chiefs, and commissioners in the Office of Education

IV. Education-Related Committees and Subcommittees of the 95th Congress

V. Guide to Office of Education-Administered Programs
   - A. Qualifying information
     1. Type and purpose of assistance
     2. Authorizing legislation
     3. Appropriations eligibility
     4. Application eligibility
     5. Information on where to apply
   - B. Appropriations
     1. To institutions, agencies, and organizations
     2. To individuals
     3. For research
     4. For construction
   - C. Closing dates, application information, available funds, and purposes of awards

VI. *The Catalog of Federal Domestic Assistance*
   - A. Program indices
   - B. Program description
   - C. Appendices

VII. Budgeting Federally Funded Projects

VIII. References

Source/Service 19

White, V.P. *Grants: How To Find Out About Them and What To Do Next.* Plenum Publishing Corporation, New York, NY. 354 pages. 1976.

This publication is a detailed description of grantsmanship procedures. It provides general and specific information on everything involved with procuring funds through available sources. Information sources are described and funding sources are listed. These include Government, foundation, business, and industry grants. Application procedures are outlined to include (1) selection of appropriate institutions; (2) interacting with funding organizations; (3) patents and copyrights; (4) laboratory animals; (5) equipment acquisition and disposition; and (6) cost-sharing and matching funds.

A section on proposal writing details the cover page, the abstract, project description, budget, credentials, certification, endorsement, and general guides. Included are samples and forms. The last section in this publication explains award procedures from three sources: foundations, corporations, and Government. The appendices detail types of grants and deal with Government offices and service programs, information centers, and State contact points.

The utility of the information appears good. Sources of aid and references for further materials are included. Eligibility requirements are stated, contact persons are listed, and application procedures are provided. Types of aid covered include general grants, facility construction, research innovation, personnel development, and other restricted and unrestricted purposes. Section 504 is not specifically mentioned.

Source/Service 20

Ammon-Wexler, J., and Carmel, C. *How To Create a Winning Proposal.* Mercury Communications Corporation, Santa Cruz, CA. 198 pages. 1978.

This publication covers the technical work involved in writing a grant proposal. The format follows the following outline:

I. Methods of Planning and Controlling the Proposal, Internal Evaluation

II. Basic Components of a Proposal

III. Step-by-Step Instructions on Writing Proposals, Information on Estimating Costs

IV. Grant Proposals and Business Plans

V. Guide To Preparing and Submitting Solicited and Unsolicited Proposals, Overview of the Government Procurement Process

This publication offers good information on a general basis. It provides application procedures but does not identify sources of aid nor reference sources of aid. It does not list eligibility requirements for any specific purpose nor does it list contact persons. It serves unrestricted purposes and delineates only general grants information. Section 504 is not included, and this publication does not deal with anything as specific as facility construction, research and innovation, or personnel development. It is a guide to writing grant proposals.

Source/Service 21

Des Marais, P. *How To Get Government Grants.* Public Service Materials Center, New York, NY. 160 pages. 1977.

This publication offers information on fundraising for education, health, cultural, and social service programs and deals specifically with securing government grants on the State and local level. Cited is

the *Catalog of Federal Domestic Assistance,* and chapters detail organizational requirements for eligible institutions, present systems by which an institution identifies programs and sources of funds for which it is eligible, and provide plans for proposal development. Application procedures, management systems, and checklists of primary information sources are included.

This publication serves as a "how to" manual and does not identify sources of aid or specific eligibility requirements. It does not list contact persons but does reference sources of aid in an exemplary manner. Types of aid covered include unrestricted, general grants and areas concerned with research and innovation, but the publication does not deal with Section 504, facility construction, or personnel development.

Source/Service 22

Dermer, J. *The New How To Raise Funds From Foundations.* Public Service Materials Center, New York, NY. 95 pages. 1977.

This publication provides general information about foundation and general-purpose grants. A historical perspective to foundations and previous support fundamentals is covered in two chapters, with general to specific proposal suggestions covered in subsequent chapters. Guidelines are included for interview procedures, staffing of submitting agencies, and procedures to be followed after receiving a grant. Outlines are provided for writing the proposal, stating program requirements, and wording the presentation.

This publication does not identify sources of information nor does it list contact persons. It does not deal specifically with Section 504, facility construction, research and innovation, or any other specific topics.

As a general "how to" manual, it references sources of aid in general categories, lists eligibility requirements (or sources for reference), details application procedures, and is adequate as a fundamental, beginning reference for novice grantseekers.

Source/Service 23

Dermer, J. *How To Write Successful Foundation Presentations.* Public Service Materials Center. 80 pages. 1975.

This publication could be described as a volume of grant letters. The sample letters, along with a discussion of their use, include the following areas: appointment letters, requests for general-purpose grants, special-project presentations, building proposals, and renewal letters. The conclusion states the general rules of writing letters that deal with grants.

How To Write Successful Foundation Presentations does not identify sources but is designed as a "how to" publication. Application procedures are provided. General grants are the only types of aid covered in examples.

Source/Service 24

Anderson, R.D. *Obtaining External Funding – A Seminar Manual.* Professional Services Institute, Boulder, CO. 117 pages. 1978.

This publication deals with grant proposals and is organized around the steps involved with the grantseeking process. Developed in conjunction with a seminar on funding, it differs from other publications in that it discusses political maneuvering. Other aspects of this manual include matching projects with funding source specifications and the reviewing process by which proposals are approved or disapproved.

This manual is detailed, furnishing outlines and examples of what the grantseeker should be looking at during each phase of the proposal development. It lists sources of available aid and provides a reference for obtaining further information on aid sources. Eligibility requirements are provided with application procedures, but contact persons are not. The manual has been given a good rating for grantseekers.

The information is of general use, describing general grant information for restricted or unrestricted purposes. Neither facility construction, research and innovation, nor personnel development are mentioned.

Source/Service 25

Copeland, W.C. *Obtaining Federal Money for Children's Services. Financing Services for Children Through Title XX and Other Programs.* Child Welfare League of America, Hecht Institute for State Child Welfare Planning, Washington, DC. 20402. 66 pages. 1978.

The purpose of this manual is locating, obtaining, and managing money for children's programs in the areas of new services, expansion of current services, or making adjustments to cuts in current services. The publication is aimed at voluntary child welfare agencies and other nongovernmental child advocacy groups. The manual discusses how to put together a services concept, how to organize for obtaining the money, and how to relate to the State's or county's planning, budgeting, and appropriations cycle.

Specific "other programs" listed deal with food programs, medical benefits, community development, training and retraining, supplementary security income, and revenue sharing. Information included does not deal with Section 504 or its implementation in terms of research and innovation, personnel development, or construction of facilities. This information is restricted in purpose.

Source/Service 26

Federal Assistance for Programs Serving the Handicapped. Department of Health and Human Services, Office for Handicapped Individuals, Superintendent of Documents, U.S. Government Printing Office, Washington, DC 20402. 366 pages. September 1979.

Information for the programs listed in this directory consists of excerpts from the *1978 Catalog of Federal Domestic Assistance* and surveys conducted by the Office for Handicapped Individuals for the purpose of providing assistance to the handicapped or to people working with or for them. It is also useful for fund developers and service providers working with the disadvantaged and the aged, and includes information on alcoholism, drug abuse, health-oriented programs, and civil rights programs. The descriptions of Federal assistance programs are categorized in sections as follows: (1) formula grants to States; (2) project grants and contracts; (3) direct payments; and (4) nonfinancial assistance.

This directory presents sources of aid, eligibility requirements, contact persons, application procedures, Section 504 program support, facility construction, research and innovation, and aid for unrestricted purposes. It fails to provide information concerning other references of aid, personnel development, and restricted-purpose grants data. Nearly all of the programs cited are broad, general-funding areas that will require the grantseeker to conduct extensive followup to determine whether the particular program meets his or her agency's needs.

Source/Service 27

Mirken, Howard R. *The Complete Fund Raising Guide.* Public Service Materials Center. 159 pages. 1975.

The Complete Fund Raising Guide is a general "how to" manual that identifies the basic principles of fundraising for nonprofit organizations. It is designed to assist professional staff in the planning, implementation, and supervision of an agency fund drive.

Mirkin describes 11 methods of soliciting monies from individuals, business and industry, governmental sources, and a variety of organizations. A chapter is devoted to each of these fundraising techniques: (1) support through memberships; (2) securing foundation grants; (3) securing governmental grants; (4) business and employee campaigns; (5) memorial giving; (6) fundraising through direct mail; (7) house-to-house solicitations; (8) capital funds campaigns; (9) special events; (10) deferred giving; and (11) federated financing.

In addition, various practical suggestions are given to help grantwriters analyze foundation sources and develop and cultivate their own approach to a particular foundation. Examples of specific forms and letters that could easily be incorporated into any agency campaign are also presented.

The Complete Fund Raising Guide identifies references of aid and application procedures. It fails to note sources of aid, eligibility requirements, and contact persons. While supplying general grant information in unrestricted areas, it does not present data regarding Section 504 program support, facility construction, research and innovation, personnel development, or aid in other restricted-purpose areas. Due to its lack of specificity for certain types of information, Mirkin's book may be considered of minimal value to the novice grantsman seeking sources to fund projects meeting 504 mandates. It is a useful "how to" document.

Source/Service 28

Conrad, D.L. *The Grants Planner – A Systems Approach to Grantsmanship*. The Institute for Fundraising, San Francisco, CA. 269 pages. 1978.

The *Systems Approach to Grantsmanship* is a step-by-step general instruction manual. Photocopy forms, worksheets, and checklists are included along with tips, sample entries, and background information on funding sources. A chapter on the Foundation Center is included. The grants bibliography lists 10 funding sources under general categories and specific institutions.

Types of information provided are sources of aid, references of aid, eligibility requirements, and application procedures. The publication supplies information regarding general grants and aid for unrestricted purposes. No contact persons are identified, nor are data presented on Section 504 program support, facility construction, research and innovation, personnel development, and other restricted purposes. *The Grants Planner*is considered a good source of "how to" information.

Source/Service 29

The Grantsmanship Process: A Basic Primer for Directors and Coordinators of Special Olympics. Published by the Joseph P. Kennedy Foundation.

Although designed specifically to aid the grantwriter seeking funds for Special Olympics, the *Primer* contains valuable material for any grantseeker. Basically, this manual outlines the proposal and then provides a glossary of grantsmanship terms, a grantsmanship bibliography, and a list of sources of Federal assistance.

There are several areas of interest included in this manual for the novice grantseeker. There is also a rather extensive reference list, which includes periodicals, directories, books, and articles. Also included are some eligibility requirements and application procedures. The only type of aid mentioned specifically is that which applies to Special Olympics; however, one may adapt the material for Section 504 program support, facility construction, research and innovation, personnel development, and other restricted purposes.

Source/Service 30

Dermer, J. *Where America's Large Foundations Make Their Grants.* Public Service Materials Center, New York, NY. 254 pages. 1977.

This publication, in its second edition, presents information about: (1) large foundations; (2) grantees; (3) amounts granted; (4) grant purposes; and (5) additional insights — extra points of information representing publisher experience with certain foundations.

The grant information data compiled here represents published annual reports, IRS reports, elicitations through surveys and telephone inquiries, and research of annual reports.

The format presentation divides the granting sources under State name, alphabetized by name of institution. Grant information is given for 515 large foundations, 125 representing grants made during 1974, 379 in 1975, and the balance in 1976.

This publication is excellent for referencing and identifying sources of aid. Eligibility requirements are well delineated and contact persons are listed, but application procedures are described generally, requiring further inquiry. The book lists general fund sources but does not deal with Section 504, facility construction, personnel development, or research and innovation.

Source/Service 31

Morrow, J.S. *A Basic Guide to Proposal Development.* Business Publishers, Inc., Silver Spring, MD. 25 pages. 1977.

This publication is a step-by-step, detailed guide to writing the proposal. The beginner will find useful basic information, such as how to compose the title page, submission information, matching funds, project directing, and abstract writing. Also included is "how to" information on background of the funding organization, identification of the problem, statement of need, program development, evaluation, and budget. An added feature is the reminder checklist for drafting the proposal.

The *Basic Guide* is considered a poor reference for grantwriters seeking funds to meet Section 504 requirements, mainly because of the lack of specificity of its information. It fails to include such pertinent information as sources of aid, references of aid, eligibility requirements, contact persons, application procedures, general grant information, Section 504 program support, facility construction, research and innovation, personnel development, or aid for restricted and unrestricted purposes.

Source/Service 32

Willner, W. and Hendricks, P.B. *Grants Administration.* National Graduate University, Washington, DC. 278 pages. 1972.

This publication details the history, procedures, and laws concerning Government support of research and development from the perspective of the awarding agency, the Federal Government. The historical perspective of monies awarded extends back to Lewis and Clark. Laws, acts, and purposes involved in present grant-awarding status are discussed. Basic research is defined as "that type of research which is directed toward increase of knowledge in science...where the primary aim ...is fuller knowledge or understanding of the subject under study, rather than a practical application thereof" (Waterman, 1958). A grant is defined as "an award of funds included in a written instrument executed by the head of a Federal agency or his duly authorized representative," the relationship between granting agency and receiving institution never having been explicitly elaborated in law.

The grant instrument is explicitly defined within this text, as are research contracts, costs, grants, administrator functions, and the organization of the grants offices. There are sections detailing proposal assistance and support services, and the appendices include institutional guides for Government policies on the protection of human subjects, Human Rights Review Committee, National Science Foundation, Office of Management and Budget, National Aeronautics and Space Administration, and their notices and circulars. The indices include congressional reports, statutes, regulations, directives, and cases and decisions.

This publication is not particularly useful in locating funds to meet Section 504 mandates. It references sources of aid, but these sources are not specifically identified. Eligibility requirements are not specifically stated, and application procedures are not provided. Contact persons are not mentioned.

Specific programs such as Section 504 are not listed, as the text discusses general grants on an unrestricted basis. No mention is made of facility construction, research and innovation, or personnel development.

Source/Service 33

Biehl, Richard G., Ed., *Guide to the Section 504 Self-Evaluation for Colleges and Universities.* Published by the National Association of College and University Business Offices, 1978, and distributed free by the Office of Civil Rights, DHHS.

This pamphlet is designed to direct colleges and universities in implementation of Section 504 self-evaluation procedures. It also can serve other types of institutions, with useful information in obtaining direction for implementation. Developed by the Bureau of Education for the Handicapped, this document focuses on program accessibility; student programs, activities, and services; and employment. There are also sections on transportation and housing. The first chapter deals with general provisions, key terms, and other topics useful to the Section 504 planners.

Several types of information are provided. An appendix lists many sources of aid and another section lists the rehabilitation office of each State and its address. Another useful list contains references for further information. The types of aid discussed in the *Section 504 Self-Evaluation* are Section 504 program-specific support, facility construction, and personnel development.

Source/Service 34

Krathwohl, D.R. *How to Prepare a Research Proposal.* Syracuse University, Syracuse, NY. 50 pages. 1966.

This publication deals with proposal writing, where the proposal is seen as the single document upon which funding decisions are made. A section of general comments discusses matching proposals with grantor programs, proposal details, style, resubmissions, format, physical presentations, and critical components. The following sections detail components of a research proposal: problem statement, related research, objectives, procedures (sample and design, instruments, analysis, schedules), personnel, facilities, budget, and abstracts.

This publication offers good information on a general basis. It provides application procedures but does not identify or reference sources of aid. It is not detailed as to eligibility requirements for any specific purpose, nor does it list contact persons. It delineates only general grants. Section 504 is not included under the types of proposals presented, nor does the publication deal with any specifics such as facility construction, research and innovation, or personnel development.

Source/Service 35

Blanshard, P. *KRC Fund Raiser's Manual–A Guide to Personalized Fund Raising.* KRC Development Council, New Canaan, CT. 248 pages. 1974.

This is a general guide for fundraising groups. The first chapter deals with campaign goals and purposes, campaign results, leadership, staff arrangements, office records, and public relations. Also included is information for conducting a feasibility study. Chapter 2 includes topics concerning professional counsel, ethics, and economics. Subsequent chapters deal with campaign procedures, literature and publicity, foundations, special projects, and evaluation procedures.

This manual serves as a fair guide for the average grantwriter. It aims at philanthropic organizations on a local community basis. It does not list sources, references of aid, or contact persons. It details eligibility requirements and application procedures. The manual serves general purposes by furnishing general grants information in restricted-purpose areas; personnel development is listed mainly as volunteer services. Section 504 is not included, nor is any specific purpose, but facility construction information is presented. Research and innovation purposes are not included.

Source/Service 36

Summary of Grants and Contracts. U.S. Department of Health and Human Services, Rockville, MD. 184 pages. Active on June 30, 1975.

Public Law 93-353, the Health Services Research, Health Statistics, and Medical Libraries Act of 1974, provided for the establishing of the National Center for Health Services Research. The duties of the center include undertaking research, demonstration, and evaluation activities relating to the improvement of health services.

This *Summary of Grants and Contracts* includes an index of project directors, organizations, and States. Following this is a listing of the project abstracts by project number.

This volume specifically identifies sources of aid and lists the contact person for each. The types of aid covered include general grants, research, and innovation in the field of health services. Considered a fair-to-poor source of aid for the novice grantsman, this publication does not contain information on Section 504, eligibility requirements for receiving specific grants, or how to apply for available funds. No grants dealing with facility construction or personnel development are mentioned.

Source/Service 37

Brodsky, J., Ed. *The Proposal Writer's Swipe File.* Taft Products, Inc. Washington, DC. 135 pages. 1973.

The Proposal Writer's Swipe File is the first in a series called Nonprofit-Ability whose purpose is to aid nonprofit organizations in three areas: (1) raising funds; (2) delivering more and better services; and (3) becoming more self-sufficient.

The *Swipe File* is unique as a grant resource aid. It comprises 12 highly rated, professionally written grant proposals by 12 different organizations. This format is designed to stimulate the minds of readers, perhaps giving them ideas of their own that will lead to successful proposals.

The *Swipe File* provides useful information and covers general grant aid information and aid related to other restricted purposes. However, it fails to include other sources of aid, references of aid, eligibility requirements, contact persons, and application procedures. Information regarding Section 504 support, facility construction, research and innovation, personnel development, and unrestricted aid are omitted from this publication.

III. Prototypical Section 504-Related Needs

Section 504 requires that direct or indirect recipients of Federal funds make their programs accessible to handicapped persons. Many institutions, interpreting this law incorrectly, assumed that it required all facilities to be equally accessible to handicapped and nonhandicapped constituents of their programs. In fact, the regulation requires only that programs conducted by the organization be accessible. However, numerous agencies have interpreted the regulations to mean that all restrooms, doorways, water fountains, and floors within buildings or all buildings must be made accessible. In their haste to comply, many of these institutions conducted mandatory self-evaluation procedures and developed transition plans calling for massive expenditures of funds in order to meet what they perceived to be their legal responsibility.

Program accessibility can be assured through a variety of means other than structural change. Structural change is required only if it is the only way to attain access to a program. This chapter will discuss actual problems and solutions derived from 50 case studies of human service institutions. These case studies were developed by Lawrence Johnson and Associates, Inc. (LJA), for the Department of Health and Human Services. The case study process included on-site visits and interviews to determine agency problems and exemplary means for solving the problems. Additionally, LJA did an independent analysis of probable costs required for the studied institutions to meet Section 504 requirements.

There are several common features in the case studies. First, most institutions grossly overestimated the amount of funds that would be required to bring their facilities and programs into compliance. Ramps, elevators, extensive restroom modifications, and, in some cases, totally new buildings or discontinuation of programs were typical responses to the perceived accessibility mandate.

Second, many institutions, such as nursing homes and other programs requiring special State licensures, frequently assumed they were complying with Section 504 when they had met the licensure requirements. In fact, meeting State, institutional, or Federal licensure requirements does not assure compliance with Section 504 or obviate the responsibility to comply with the regulations of Section 504.

Third, larger institutions, such as universities, large public school systems, and State-operated agencies, seemed to have a better grasp on the actual requirements of Section 504 than did smaller school systems, vocational schools, and human service organizations. Typically, the larger institution had at least one person whose primary duties were Section 504 related, who attended one or more workshops on implementing Section 504, and who had access to organizational and individual consultation when needed. Conversely, many of the smaller institutions in the study learned about Section 504 and its impact on them only through secondhand sources such as trade publications, professional organizations, or word of mouth. These smaller institutions frequently reacted to Section 504 mandates by adopting a relatively *laissez faire* approach, assuming compliance if they had passed State or other licensure requirements, or assuming that they would have to totally renovate all facilities at tremendous cost.

Fourth, the most useful sources of information on compliance received by these agencies were from organizations with which the agencies were affiliated. The appendix lists organizations and other sources of support found useful by the institutions in this study.

Fifth, and perhaps most cogent for this monograph, most of the institutions had not received, nor did they report applying for, external funds to assist in meeting Section 504 regulations. In fact, none of the institutions in the case studies reported receiving funds specifically to meet the Section 504 mandates, although some received funds that incidentally did so.

The following discussion identifies individual and generic problems met by studied agencies and some of the more innovative responses these agencies made to their identified problems. Additionally, suggestions for sources of funding that institutions might have considered will be discussed.

Health Care Providers

Hospitals generally have little difficulty meeting the program accessibility requirements of Section 504 since they are usually designed to handle individuals who are in wheelchairs or otherwise nonambulatory. Some of the hospitals in the case studies claimed to have access problems. For the most part, these claims were due to the hospitals' lack of complete or accurate information about the extent to which they were required to make structural changes to their facilities. In fact, most hospitals have at least one entrance accessible to wheelchairs, and if patients, visitors, and other mobility-handicapped individuals can gain entrance to the facility and programs, the hospitals are probably in compliance.

A problem identified in one hospital was that the Section 504 administrator was relatively ignorant of the regulation and its probable cost impact on that hospital. Fortunately, other staff members did have a working knowledge of the regulation and were able to contribute to the development of the implementation procedures. Maximizing use of current resources is a logical first step for any agency seeking to meet Section 504 (or any other) mandates. Resource determination and utilization will be discussed at length in chapter IV.

Hospitals used a number of creative approaches to communicating with hearing-impaired patients and clients. Some hospitals paid for training staff members in sign language and finger spelling at local universities. Residents of the community, including those at local universities who could interpret for the deaf, were used in hospital settings, as were students-in-training who needed interpreting experience. Some hospitals developed communication boards that consisted of a number of written questions normally asked of patients, with answering words and body parts illustrated on the board. This type of communication device enabled hearing hospital staff to communicate with deaf patients or family members in critical emergency settings as well as during routine hospital activities. Another hospital developed "symptom wheels" and sets of question and answer cards for communicating with hearing-impaired patients and their families.

One of the few institutions studied using external funds to meet Section 504 requirements was a hospital initially funded by a Community Block Grant to modify its structures to facilitate access and remove barriers. This project subsequently was transferred to a local public works Federal grant to the city. The stated thrust of this project was to remove barriers in order to comply with requirements for medicare reimbursements; however, in meeting the nonbarrier stipulation of medicare, the institution obviously facilitated its compliance with Section 504.

Hospitals responded differently in making services such as drinking fountains and telephones accessible to mobility-impaired persons. For example, drinking fountains were usually made accessible by the simple addition of disposable drinking cup dispensers hung by the water fountain; some hospitals lowered the water fountains at considerably greater cost, while one institution posted signs by the water fountain that drinking cups were available at nursing stations and information booths. All three methods make it possible for handicapped persons to use water fountains; however, two are obviously much less expensive to implement. Telephones can be made available simply by posting signs directing mobility-impaired individuals to office desk phones, again precluding the need for structural change.

If making facilities totally accessible was the primary concern of most studied facilities, providing access to restroom facilities was probably the second major issue. Many of the institutions under study seemed to infer from the regulations that they were required to provide restroom facilities for handicapped persons wherever they were provided for nonhandicapped clients. From a simple delivery of services perspective, this would be ideal; it is not, however, required in the regulation. If handicapped persons have access to restroom facilities within a reasonable distance from the programs in which they are participating, the facility can be in compliance. Some organizations with multifloor facilities located one set of accessible restrooms on each floor, while others provided only one set of accessible restrooms in the entire facility. Either of these procedures could be adequate for compliance.

Similarly, the issue of door widths in existing buildings caused a great deal of consternation. Here, too, the facility staff inferred more than was required to meet the requirements of the Section 504 regulation. Existing facilities need only to be accessible; they do not need to meet ANSI standards per se, although many agencies saw the ANSI standards as mandatory. Of course, newly constructed facilities or facilities undergoing major modifications must meet these standards, but the test of accessibility in existing buildings is whether a handicapped person can actually gain access to the programs.

One nursing home and hospital created a hospital safety committee that routinely identified aspects of the facility and program needing attention to comply with Section 504. Some types of low-cost committee projects included marking lines in parking places for the handicapped and identifying hazardous areas by filing grooves into the handles of doors leading into danger zones. This committee did a careful analysis of the actual need for entrance ramps and also recommended accessible restrooms be located in various parts of the facility. Some of this institution's staff were also enrolled in a sign language course as part of their inservice training program, with the hospital agreeing to pay tuition for those who passed the course.

Another nursing home used a doorbell at a primary outside entrance that was difficult for mobility-impaired clients and visitors to open. This procedure would be in compliance with Section 504 only if a staff person were assigned to the door area so that visitors and clients would not have to call ahead to have the door opened. Some specific areas of this nursing home were not accessible; the agency decided to take client services that were available in the nonaccessible areas to the residents' rooms. If nonresident clients needed the services of the clinic, the staff met them in an accessible area set aside for that purpose.

A nursing home constructed a portable ramp, at a cost of $60, for a van used to transport its clients, precluding the necessity of purchasing a van with a hydraulic lift or installing a lift on the van. Another institution had students in a vocational program make wooden ramps, which were permanently located at the homes of handicapped students riding the program's van and at the school. A municipality purchased vans to serve elderly and handicapped persons. These vans ran on selected routes and were available for specific pickup requests. It was thus not necessary for the municipality to purchase all new buses with hydraulic or electric lift capacity.

Public School Systems

Public school systems have experienced a unique set of problems in meeting 504 mandates. At about the same time as Section 504 regulations were being phased in, Public Law 94-142, the Education for All Handicapped Children Act, became effective. This act prescribed the responsibility for fully serving handicapped children and youth in America's school systems. In the past, many school systems had provided services to their more severely handicapped students through self-contained classes and, in some cases, special education schools. Both P.L. 94-142 and Section 504 require delivery of services to handicapped persons in an environment as near to normal as possible. Many schools saw the Section 504 regulations as a barrier-removal law and forecast their ex-

penditures for complying on the basis of making every school building accessible. While laudable, it is not necessary under the law, and many school systems could meet criteria by providing one accessible school per level—for example, elementary, junior high or middle school, and high school. Obviously, very large school districts would need a series of these kindergarten-through-senior-high arrangements, but certainly it would not be necessary at every facility to construct ramps and elevators, modify restrooms, or go through the other expensive modifications that many systems felt was their obligation under the law.

In order to educate handicapped students in the least restrictive environment whenever possible, various permutations of service delivery emerged. For example, one school transported students to a specific building, which housed a physical therapist and the necessary physical therapy equipment. Another school system provided a mobile van with a physical therapist and an occupational therapist to serve handicapped children in their home schools where they received the majority of their education in regular programs. Most approaches adopted by local education agencies emphasized education in the least restrictive environment; ancillary services were structured to meet the specific requirements of geography, organizational structure, and resources. School system structure and size are significant variables in determining appropriate and cost-effective service delivery options. In a rural cooperative environment, it would be unrealistic and probably illegal to transport children great distances to receive physical therapy in one of the schools within the co-op. However, itinerant physical therapists and occupational therapists can provide services to children in several communities in a relatively cost-effective and legal manner.

One school district reduced costs involved in making structural modifications by letting small, local contractors do the modifications at their convenience. The contractors were able to schedule the school jobs in a manner that kept their crews busy and prevented expensive downtime. Some of these savings were passed along to the school systems, resulting in less expensive overall modifications.

At another school system, student volunteers were used for note taking and audio taping. This school district also made laboratory tables, acquired lap boards, book rests, a talking book collection, and other aids to visually impaired students. Students, staff, and local citizens participated in building ramps — an activity that increased community involvement with the schools while heightening community awareness with respect to the needs of handicapped students and the mandates of Section 504 and P.L. 94-142.

The only school system reporting use of external funds used an emergency school aid assistance grant from the Office of Education, DHEW, to support modifications of several inner-city schools experiencing decreasing enrollments.

Universities

Universities have developed a number of innovative and cost-efficient strategies for complying with Section 504. One university conducted sensitivity sessions designed to acquaint faculty and staff with the Section 504 regulation and with the responsibilities of university personnel in meeting the needs of handicapped students. Universities seemed to be aware of and to take advantage of such resources as the Office of Vocational Rehabilitation (e.g., to arrange the purchase of aids or loan of aids from agencies or organizations to handicapped students), the Library of Congress, Veterans' Administration, and State agencies such as the State Commission for the Blind and Visually Handicapped. The universities studied also indicated some success involving the community in efforts to provide programming for handicapped students. For example, one university developed a community resource of people and services available to work with handicapped persons. Another university developed a study center for blind students as the result of a gift of special equipment from a local civic club. This study center then became a project for other community organizations, which subsequently donated funds and equipment to the center. Additionally, the university received a State

Division of Family Services grant of $60,000 for special equipment aids and materials to develop a center for persons with handicaps. Another university acquired assistance in transporting handicapped students through a community service organization that already provided transportation for the elderly. One university utilized physical plant vans to transport handicapped students around campus, with emergency transportation being provided by university security vehicles.

At one institution, slanting entire sidewalks to street level rather than making curb cuts was determined to be a cost-efficient and effective way to provide access to university buildings. Gradually increasing building sidewalk grade levels up to building entry levels rather than having three or fewer steps was found to be 60 percent cheaper than ramping university buildings. This procedure also cut snow maintenance costs since plows could remove snow more easily.

In order to meet emergency contingencies for handicapped persons living in dormitories, one university marked the doors and windows of disabled students so that rescuers could rapidly locate students with special lifesaving needs.

In several universities, students were used in numerous roles related to Section 504. For example, as a class research project, students at one university were required to develop inexpensive means for program accessibility on that campus. The university benefited from the research since inexpensive methods were identified, and the student researchers became more cognizant of the needs of handicapped persons. Another university used a student on an internship to expand information in a Handicapped Access Resource Information Bank housed in the college library.

An elevator for a drug treatment center was designed by a local school of architecture, supported by a DHEW grant to provide technical assistance to agencies requiring structural modification to provide program accessibility to those with disabilities.

Students have also been used by outside institutions to assist in meeting Section 504 obligations. For example, one architecture student was assigned the task of assessing a hospital's compliance with ANSI standards. (It could be argued that the hospital did not need to bring its structure up to ANSI standards, but, at any rate, the student provided them with the necessary information.)

Student workers funded through State and Federal programs could be used by universities as readers, note takers, mobility aides, and in many other capacities as an inexpensive way to provide the supplementary aid and services that some handicapped students need to function in a university setting. (No university participating in the case studies reported the use of university-funded students, however.)

One university acquired $190,000 from a private foundation to create a "barrier-free environment" on its campus. Currently, foundations are probably better sources for capital construction funds to meet the requirements of the Section 504 regulation than are State and Federal Government agencies.

Federal and State grants are used by some institutions of higher education to conduct Section 504-related programs. For example, one community college developed a homebound program for handicapped persons consisting of 34 classrooms equipped with conference telephone capability that allowed homebound handicapped students to participate in a regular academic program. In a vocational school, special programs for the hearing, visually, and mobility impaired were supported by the Special Means Divisions of the State Vocational Education Department and the State Rehabilitation Services Commission.

An example of local commitment to locate funds for services for handicapped persons was exemplified by the mayor who included costs for modifying the town library to meet Section 504 standards in the city's upcoming capital improvement program.

One final example of the concept that Section 504 requires program accessibility and not a barrier-free environment is the Area Agency on Aging (AoA) that conducted telephone and home visits to elderly clients instead of modifying inaccessible facilities.

Summary

This chapter discussed a wide array of creative, innovative, and cost-effective solutions to the problems identified in a variety of agencies seeking to implement the regulations of Section 504 and P.L. 94-142. Most funding for these efforts came from local and State budget sources. There are, however, other funding programs that would have facilitated the studied agencies' implementation efforts. These will be discussed in chapter IV.

An analysis of the case studies makes it clear that the agencies hardest hit (either in reality or through incorrect interpretation of the regulations) were small agencies in older facilities with many stairs and few elevators whose programs were primarily internal to the facilities. Agencies that had little problem with the regulations used innovative program delivery strategies, moving programs, or aspects of programs rather than building new structures or drastically modifying old ones.

There is no regulation that requires that every floor of every building be made accessible to handicapped persons. Institutions have met these accessibility requirements by periodically changing the locations of certain class or laboratory offerings, creating transportable laboratory tables, developing audiovisual remote instructional programs, providing clinic and other services in accessible environments, providing push sticks in elevators to enable clients in wheelchairs to reach the floor buttons, using volunteers and other aides in libraries to locate books and periodicals for handicapped clients, and implementing numerous other innovative strategies. Most frequently, these strategies were developed as a result of careful analysis of the access problems of handicapped people in the organizations. This step was typically bypassed in institutions that, through ignorance, determined that the primary means for meeting the Section 504 regulations was to create a barrier-free environment in all program areas. Thus, institutions of all sizes reported that tremendous and exorbitant costs were necessary to fully comply with the law.

Most institutions that reported tremendously high implementation costs did not have personnel involved in the Section 504 effort who had received training and were knowledgeable in Section 504 matters. Most agencies reporting low costs and innovative implementation strategies had acquired advice and information from a number of sources, including those presented in the appendix.

Chapter 4 discusses how a recipient of Federal funds can identify and use sources and services reviewed in chapter 2. Chapter 4 also discusses procedures for analyzing needs and assessing resources prior to searching for external funding and suggests a hierarchy of funding strategies.

IV. Synthesis of Sources and Services and Suggestions for Acquiring External Funding

Analysis of the 50 institutions participating in the LJA case studies suggests that the relative lack of awareness regarding the actual mandates contained in the regulations and the wide variety of options for meeting these mandates is probably the greatest single obstacle to cost-effective compliance. Examples of cost-effective techniques for making programs accessible were discussed in the previous chapter. However, many Federal fund recipients must rely on external funding after exhausting their repertoire of noncost means. This chapter looks at steps and strategies for locating and applying for funds from various agencies.

An analysis of the sources and services reviewed in chapter 2 makes it clear that there is no single repository of information that will lead the user directly to sources of funds designated for Section 504 implementation projects. Ideally, a single source document would lead the user directly to a funding program that might be housed in local, State, or Federal program areas. While several sources reviewed in chapter 2 contain basic data about Federal funding programs that could facilitate Section 504 implementation, all rely on the relative creativity of the grantwriter to develop projects and applications that meet bureaucratic regulations while providing funds for specific program needs. For example, the *Catalog of Federal Domestic Assistance* (source/service 17) lists information about the Comprehensive Employment Training Act (CETA) but does not specify the ways in which CETA workers can be used to assist human service agencies in complying with Section 504. In fact, CETA workers can work in construction projects and as aides to handicapped persons, and can provide direct services to handicapped persons in a number of settings if applications are submitted by agencies to CETA prime sponsors proposing valid projects.

The use of work-study students at universities and colleges as aides for the handicapped was mentioned earlier. These same federally funded college work-study students could be used as drivers for handicapped transportation, construction workers for facility modification projects, recruiters for persons with disabilities, and numerous other roles, usually limited only by the creativity of university and college officials. However, none of these uses are delineated in the Federal documents describing the college work-study programs, and, in fact, these programs are not even keyed to services for handicapped persons in summary documents such as the Office of Handicapped Individuals' *Federal Assistance for Programs Serving the Handicapped* (source/service 26).

Thus, would-be grantwriters must look for creative alternatives in seeking local, State, and Federal programs to provide assistance.

The following sequence is a suggested series of activities and strategies for seeking external funding. These recommendations are based on the author's experiences in grantwriting, analysis of the flow of Federal and State funds, and interviews with Department of Education and Department of Health and Human Services personnel. The sequence is not intended to be comprehensive or exhaustive. It is logically ordered and is meant to stimulate user inquiry into funding possibilities at multiple levels. As can be seen from the order of the following, seeking Federal funds directly from the U.S. Government should be a last resort.

The first step in searching for external funds is to clearly identify the need. Conducting a self-study needs assessment will give the agency a clear picture of the areas of discrepancy between the agency and compliance standards. Many of the professional organizations and agency affiliations listed in the appendix have needs assessment/self-study procedures and documents that they will provide upon request. Basically, the agency should determine exactly what the standards are as specified in the regulations and then develop a system to assess its current performance with respect to each of the standards implied or stated in the regulations. Care must be taken in this step not to read more into the regulations than is there. Most recipients of Federal funds will already have conducted this type of self-study or needs assessment. Recipients who have not received Federal funding since the passage of 504 and its attendant regulations, or who were earlier exempted but now must conduct a self-study, should take advantage of all available resources in order to accurately define the extent to which the agency must modify its procedures and/or facilities for compliance.

After identifying its needs in the areas of performance and accessibility, the agency should develop objectives to remedy the discrepancies. Obviously, these objectives will need to be prioritized on the basis of costs, current and projected impact on handicapped clients, short- and long-range goals for overall agency operation, and other variables idiosyncratic to the agency.

Once objectives have been prioritized, agency personnel, handicapped clients, and other related constituent groups should creatively address the development of activities designed to meet each objective. In order to do this, it is recommended that a resource assessment be conducted at six levels.

Resource Assessment

A resource assessment should examine an array of resources available to meet any given objective. Personnel resources including professionals, paraprofessionals, handicapped clients, and other constituents or interested groups should be considered in terms of each prioritized objective to determine contributions they can make. Financial and facility resources should be investigated at each level of the resource assessment.

Level One

The first level of resource assessment should be within the organization itself. Current staff, facilities, materials, clients, and direct constituents (such as family members of clients) should be assessed for their ability to contribute to the meeting of specified objectives and activities.

Level Two

The second level would move outside the facility to the local environment. Local universities and colleges, human service agencies, city governments, civic clubs and organizations, local industries, military establishments, and other local groups should be considered in the assessment. Many institutions have found that it is at this level that they acquire the resources necessary to meet 504 compliance standards. Such funds as general and special revenue sharing, taxation, or other income-producing strategies can often be worked out with local municipalities. As discussed in chapter III, universities are excellent sources of manpower and expertise when students can be involved in assisting agencies while simultaneously earning course credit.

Level Three

The third level for conducting a resource assessment is regional. The definition of a region will differ across the country and users can interpret the following examples in light of their regional concept.

The operational definition of a region might be the service region of the agency conducting the assessment; that is, the boundaries of the region might be the geographic boundaries from which clients of the agency are derived. Another method for identifying a region might simply be an identification area, for example, the Blue Grass region of Kentucky or the Wasatch front of Utah. Typically, any human service agency will belong to some form of regional cooperative or governmental group. For example, school systems might participate in a Board of Cooperative Educational Services in New York, an Education Service Center region in Texas, or in an educational cooperative in Kansas. Nearly all cities and the human service agencies operating within those cities are members of quasi-governmental bodies that have approval or recommending authority over many State and Federal funds in a given region. Thus, an agency might well belong to more than one region; and Section 504 program planners should seek resources from all applicable regional sources when doing a resource assessment.

Level Four

The next level is interorganizational. Nearly all recipients of Federal funds in the human service field belong to a professional organization, institutional support system, or some other form of interagency alliance. Agencies participating in the case studies indicated that one of the primary resources, particularly for information and technical assistance, was the professional organization with which the agency was affiliated. Even if the small recipient of Federal funds is not affiliated with some broader professional organization, personnel within the agency will probably be associated with others in similar positions who could assist in locating resources to meet shared or similar problems. Frequently, interagency collaboration can contribute substantial rewards, particularly in the form of technical assistance, as professionals share their successful strategies for meeting specific Section 504 mandates.

Level Five

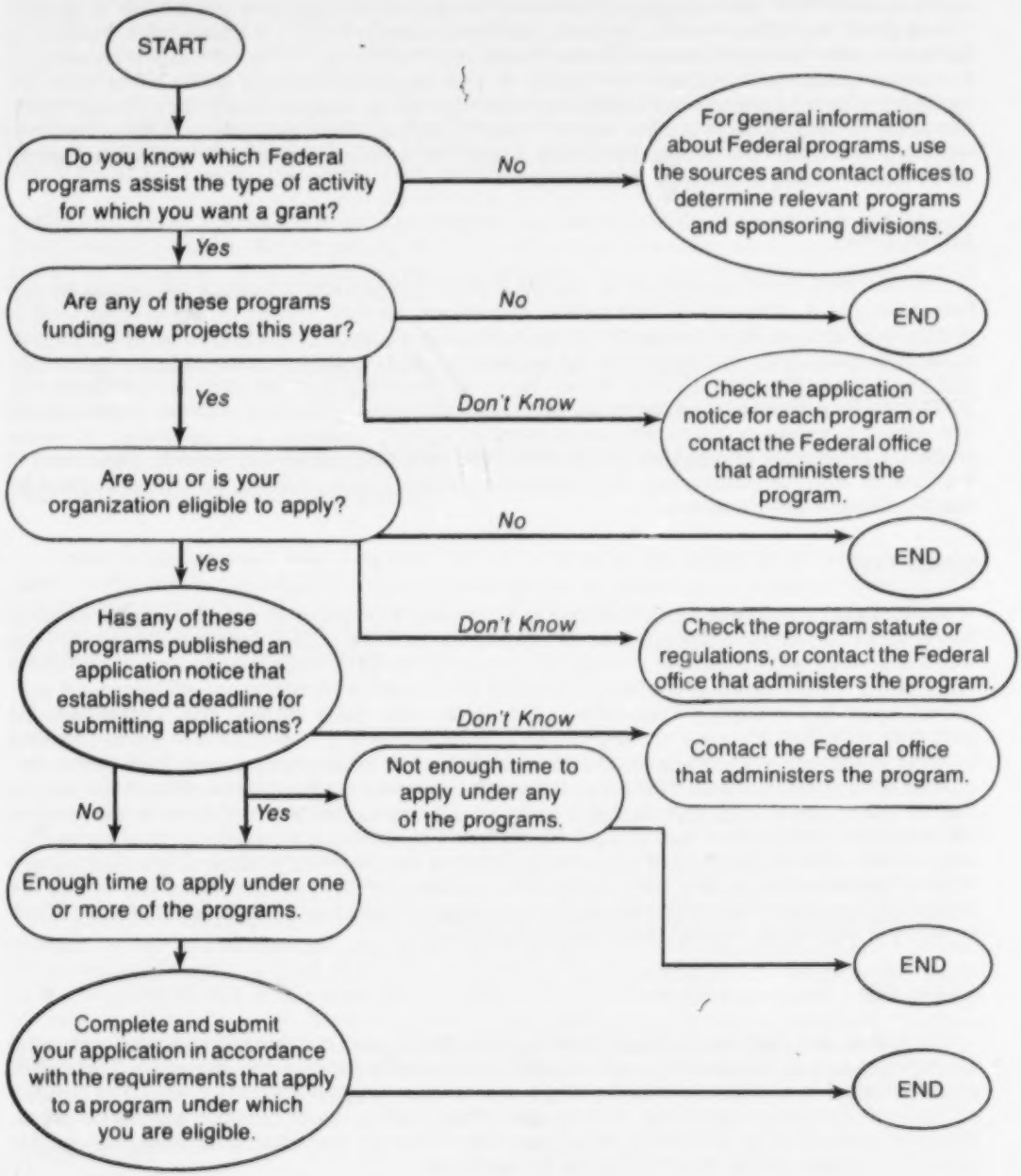
The fifth level of resource assessment is the State level. Typically, agency administrators will have one or more contacts in State government offices related to the agency functions. These contacts may have information regarding avenues of exploration for resources. A large amount of Federal funds flows through State governments, and the adroit agency administrator will become a well-known figure in the capitol. Face-to-face discussions with State officials and bureaucrats can frequently elicit their advocacy in searching for appropriate funding mechanisms to support creative projects designed by agency personnel and constituents. When investigating State resources, agency administrators should think divergently and should seek funding for their ideas in unusual, as well as typical, areas of government. For example, an agency seeking assistance in transporting handicapped clients to their facility might expect to find assistance from departments of transportation, human services, education, and others, including the Governor's office. Some States have created special offices to deal with Section 504 concerns; while in some cases these offices are designed to provide ombudsmans' services to handicapped individuals, they frequently have a sense of where funds can be located within State government.

Level Six

The sixth level is the Federal Government. As indicated above, no single source available from the Government and no commercial interpretation of governmental publications will provide Section 504 implementers with all of the potential funding avenues to any degree of concrete detail. The *Catalog of Federal Domestic Assistance* and its derivations identify major program assistance areas. However, users of these documents must essentially follow the flow chart of activities presented in figure 2 in seeking funds directly from the Government.

Once agency administrators have progressed through the flow chart and have determined that there is "enough time to apply under one or more of the programs," the application for funds must be convincingly written for others to determine that the project is worthy of funding.

Figure 2
Suggested Steps for Applying Under a Direct Grant Program


START
Do you know which Federal programs assist the type of activity for which you want a grant?
No
For general information about Federal programs, use the sources and contact offices to determine relevant programs and sponsoring divisions.
Yes
Are any of these programs funding new projects this year?
No
END
Yes
Don't Know
Check the application notice for each program or contact the Federal office that administers the program.
Are you or is your organization eligible to apply?
No
END
Yes
Don't Know
Check the program statute or regulations, or contact the Federal office that administers the program.
Has any of these programs published an application notice that established a deadline for submitting applications?
Don't Know
Contact the Federal office that administers the program.
No
Yes
Not enough time to apply under any of the programs.
Enough time to apply under one or more of the programs.
END
Complete and submit your application in accordance with the requirements that apply to a program under which you are eligible.
END

Adapted from: *Federal Register*, Vol. 45, No. 66/Thursday, April 3, 1980.

Figure 1 illustrated the large number of sources and services available on the market that provide information about grantseeking strategies. Several of these are considered excellent, and, while most provide generalized information that can be utilized in developing applications for a variety of sources, some are designed to provide specific strategies related to a given source of funding.

Tips for Locating External Funding

This section suggests some strategies that may be useful to users of this monograph at different stages in the development of external funding strategies. As indicated in figure 1, there are many excellent books and services available with detailed how-to-do-it information. Therefore, those efforts will not be duplicated here. The general thrust of this section will be addressed to the novice grantwriter attempting to answer the question, "How can we get more funding to do what we want to do?"

The first step in preparing an application should be development of the needs assessment/self-study data and proposed activities. This should answer the question, "What do we want to do and why should we do it?" Funding agencies are not impressed with organizations that propose to undertake activities obviously out of character or inconsistent with the goals and activities of the organization. This is not to suggest that funding agencies are against creativity and proactive planning, but grantwriters should not develop applications simply in response to available funding and out of line with their organization's real needs and goals.

Your organization should develop a master plan utilizing collaborative approaches both within the organization and with external agencies. This collaboration should consider all possible resources identified during the six-step resource assessment. A determination should be made about the variety and extent of resources that can be combined with those being requested. You should elaborate on the synergistic use of these resources in meeting project goals.

One area of grant production rarely given significant thought by grantseeking agencies is who will actually develop the proposal. Will it be someone internal to the organization with grantwriting skills or with no skills but a desire (or an assignment), or will the organization employ an external consultant to assist in all or part of the proposal development process? If the organization elects to contract with an external consultant, the following three basic guidelines are suggested both to ensure optimal use of the consultant and to guarantee that the final product will reflect the aims and needs of the agency.

1. Be certain that there is total collaboration with your agency staff providing the content of the proposal. Your consultant should serve as a process facilitator in deriving content data from your staff. Your consultant will be requesting a great deal of data from agency members, and these data should be sought conscientiously and/or developed. The principal caveat at this point is that the agency must ensure that the contracted grantwriter articulates exactly the needs, goals, objectives, and activities proposed by the agency.
2. It will be necessary to provide the consultant with logistical support such as secretarial assistance, office space, and access to pertinent data. While it would be possible for most experienced grantwriters to develop your proposal in their own office, it will probably be more relevant to your organization's needs and carry a higher degree of credibility with those who must implement the project if the consultant is housed, at least temporarily, within the agency.
3. Certain functions of many grant applications cannot be rushed. Be sure to allow enough time between initial involvement of your consultant and final submission date of the application to allow for adequate research, needs assessment development, return of support letters, and planning that, by its very nature, takes time.

If the organization does decide to write its own proposal and has little or no experience at grantwriting, it should acquire one of the excellent "how to" sources or services critiqued in this monograph. Most provide good general tips on proposal writing and should be useful when coupled with the information contained in applications and guidelines provided by funding agencies.

The following suggestions are made as general aspects of grantwriting to be considered.

1. Acquire guidelines and applications from funding agencies that seem to relate to your specific goals and needs.
2. Consider following the evaluation document often provided in application guideline materials. That is, rather than following the format detailed in the application, you may want to follow the format that will be used in evaluating the application for funding.
3. Make it easy for the readers who will recommend for or against funding. If possible, determine who these readers will be and write your application accordingly (e.g., do not use complicated professional jargon when lay persons will be the evaluators).
4. Try to establish personal contact with some significant person in the grant-awarding agency. Check out your ideas with this person and consult with your contact (preferably in person, but by phone at least) if you have any doubts regarding aspects of developing and submitting your application.
5. Quote authoritative sources and/or provide funds for the services of well-known authorities in the implementation of your project. Get their permission first, and, if there is to be a significant role, include their resume in the staffing section of the application.
6. Determine what the funding agency really wants regarding evaluation of your project. This frequently relates to the accountability of the funding agency for use of funds they award. Some agencies place much importance on and therefore downplay the concept of project evaluation. Others need a great deal of positive data to receive continued appropriations in order to exist as a funding agency. Budget for the appropriate amount of evaluation in your application.
7. Check the amount of the average grant submitted and compare this figure to the amount of the average grant awarded. The difference may be the amount you should expect to negotiate away if your application is approved; you should, therefore, plan accordingly in the development of your budget and activities.
8. Do not try to write the grant with a committee. One individual should assume the responsibility for putting the grant together, although others may be asked to develop ideas or acquire data for specific elements of the proposal.
9. Begin your proposal activities with what you want to do, not with whom you want to employ or how much money you want to acquire. Proposals designed around predetermined budget figures or staff usually lack consistency and smoothness in their presentation.
10. Be aware that many State and Federal programs require matching funds or cost sharing to some degree. Check this out to determine whether your agency can produce its share if the project is funded.

Conclusion

This monograph should provide users with sufficient data and strategies to completely begin researching for external funding. Grantsmanship is a skill that can be learned, but not by everybody.

The creative utilization of resources is encouraged by the author. The regulations of Section 504 and other legislation such as P.L. 94-142, the Education for All Handicapped Children's Act, should be seen as opportunities to bring about positive change in organizations. Funding agencies will be developing greater emphasis in supporting organizational efforts to meet these mandates; however, those organizations that focus on synergistic resource utilization for creative, proactive solutions will be those most likely to be funded.

Appendix

Other Potential Resources for Technical Assistance

Included in this appendix is a series of lists of resources that can be used by agency personnel seeking technical and financial assistance in implementing Section 504.

The primary agency of the United States Government charged with assisting with compliance is the Department of Health and Human Services, Office for Civil Rights, Office of Technical Assistance. The mailing address is:

External Technical Assistance Support Branch
DHHS/OS/OCR/OPRA/PPA and ETA/ETAS
Room 4455 — DHHS North Building
330 Independence Avenue, S.W.
Washington, DC 20201

In addition to the Washington office, each of the DHHS regions maintains Regional Technical Assistance Staff. The following addresses and phone numbers are provided for each region:

REGION I: Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island, Vermont

Technical Assistance Office
DHHS/Office of the Principal Regional Official
JFK Building, Room 2307
Government Center
Boston, MA 02203
Telephone: (617) 223-4624

REGION II: New Jersey, New York, Puerto Rico, Virgin Islands

Technical Assistance Office
DHHS/Office of the Principal Regional Official
Room 3907
26 Federal Plaza
New York, NY 10007
Telephone: (212) 264-2906

REGION III: Delaware, District of Columbia, Maryland, Pennsylvania, Virginia, West Virginia

Technical Assistance Office
DHHS/Office of the Principal Regional Official
P.O. Box 13716
Philadelphia, PA 19101
Telephone: (215) 596-5191

REGION IV: Alabama, Florida, Georgia, Kentucky, Mississippi, North Carolina, South Carolina, Tennessee

Technical Assistance Office
DHHS/Office of the Principal Regional Official
Suite 2906
101 Marietta Tower
Atlanta, GA 30323
Telephone: (404) 221-2806

REGION V: Illinois, Indiana, Michigan, Minnesota, Ohio, Wisconsin

Technical Assistance Office
DHHS/Office of the Principal Regional Official
35th Floor
300 South Wacker
Chicago, IL 60606
Telephone: (312) 886-3064

REGION VI: Arkansas, Louisiana, New Mexico, Oklahoma, Texas

Technical Assistance Office
DHHS/Office of the Principal Regional Official
Room 1125
1200 Main Tower
Dallas, TX 75202
Telephone: (214) 767-4123

REGION VII: Iowa, Kansas, Missouri, Nebraska

Technical Assistance Office
DHHS/Office of the Principal Regional Official
Room 210
601 East 12th Street
Kansas City, MO 64106
Telephone: (816) 374-2821

REGION VIII: Colorado, Montana, North Dakota, South Dakota, Utah, Wyoming

Technical Assistance Office
DHHS/Office of the Principal Regional Official
10th Floor
Federal Office Building
1961 Stout Street
Denver, CO 80294
Telephone: (303) 837-5295

REGION IX: Arizona, California, Hawaii, Nevada, Guam, Trust Territory of Pacific Islands, American Samoa

Technical Assistance Office
DHHS/Office of the Principal Regional Official
Suite 409
50 United Nations Plaza
San Francisco, CA 94102
Telephone: (415) 556-3923

REGION X: Alaska, Idaho, Oregon, Washington

Technical Assistance Office
DHHS/Office of the Principal Regional Official
1321 Second Avenue, Mail Stop 625
Seattle, WA 98101
Telephone: (206) 442-2618

The following organizations were identified as helpful to agencies participating in the case studies discussed in chapter III. These organizations can provide technical assistance and literature regarding interpretation of Section 504 regulations for specific agencies and cost-effective means for complying.

American Hospital Association
Association of Physical Plant Administrators
Association of Science Technology Centers
College and University Personnel Association (CUPA)
National Association of College and University Business Offices (NACUBO)
National Association of Trade and Technical Schools (NATTS)
National Conference of Governors' Committees on Employment of the Handicapped
National Easter Seal Society
National Institute on Drug Abuse (NIDA)

Publications on Public Sector Funding

The following publications, some of which were reviewed in chapter 2, were included in source 26, *Federal Assistance for Programs Serving the Handicapped,* Office for Handicapped Individuals, Department of Health, Education, and Welfare, September 1979.

The Art of Writing Successful R&D Proposals (1977).

Donald Orlich and Patricia Rend Orlich.

Guidebook for writing grant proposals for research, demonstration, or development projects. Written primarily for procuring funds from Federal agencies; however, applicable to both public and private funding agencies. Models and examples are included. 73 pages. $9.40 plus $.90 postage and handling.

Available from: Redgrave Publishing Company, 430 Manville Road, Pleasantville, NY 10570. Telephone: (914) 769-3629

Catalog of Federal Domestic Assistance (1978).

Designed to assist in identifying the types of Federal domestic assistance available, describing eligibility requirements for particular programs, and providing guidance on how to apply for specific types of assistance. Also intended to improve coordination and communication between the Federal Government and State and local governments. Basic manual in looseleaf form and one update is issued during the year. Subscription price: domestic, $20; foreign, $25.

Available from: Superintendent of Documents, U.S. Government Printing Office, Washington, DC 20402. Telephone: (202) 783-3238

Citizen's Action Guides (1978).

A series of guides describe how citizens and organizations may have input into local budget and community development decisions. *Community Development Block Grants,* $1.50; *General Revenue Sharing,* $1.50; *Comprehensive Employment and Training Programs,* $1.50; *Citizen Involvement in Community Development,* $1.50; *Citizen Involvement in the Local Budget Process,* $1.50.

Available from: Center for Community Change, 1000 Wisconsin Avenue, N.W., Washington, DC 20007. Telephone: (202) 338-3564

Commerce Business Daily.

A daily synopsis of proposed U.S. Government procurements, sales, and contract awards. It is of particular interest for organizations, firms, and institutions interested in bidding on U.S. Government purchases of surplus property offered for sale, or in seeking contracts or subcontracts. $105 per year priority mailing; $80 regular mail.

Available from: Superintendent of Documents, U.S. Government Printing Office, Washington, DC 20402.

1979 Federal Funding Guide.

Comprehensive guide on Federal aid programs for elementary and secondary education. Covers grantsmanship and provides practical information for

those involved in Federal aid for schools, 376 pages, soft cover, $19.95 prepaid; hard cover, $24.95 prepaid.

Available from: Education Funding Research Council, 752 National Press Building, N.W., Washington, DC 20045. Telephone: (202) 737-4700

Federal Funds: Guide to OE Administered Programs (1977).

Reprint from *American Education* describing appropriations and programs for Fiscal Year 1977, 8 pages, GPO order number 017-080-01653-2, $.35.

Available from: Superintendent of Documents, U.S. Government Printing Office, Washington, DC 20402. Telephone: (202) 783-3238

Federal Grants & Contracts Weekly.

Capitol Publications, Inc.

A weekly newsletter, tailored to the education professional, that reports on funding opportunities in education. Contains program information, proposal requests, closing dates for grant programs, announcements of meetings, and information about regulations, $114 per year.

Available from: Capitol Publications, Inc., 2430 Pennsylvania Avenue, N.W., Washington, DC 20037. Telephone: (202) 452-1600

Funding for Training: A Survey of Resources to Financially Support Staff Development Programs for Developmental Disabilities Personnel (n.d.).

Institute for Study of Mental Retardation and Related Disabilities, University of Michigan.

Identifies Federal sources of funding and describes the procurement of funds from State and private sector resources for the purpose of staff training. Contains a section on how to utilize periodicals in searching for training support. Includes bibliography, microfiche only available, 38 pages $.15.

Available from: National Clearinghouse of Rehabilitation Training Materials, 115 Old USDA Building, Oklahoma State University, Stillwater, OK 74074. Telephone: (405) 624-7650

The Guide to Federal Benefits and Programs for Handicapped Citizens and Their Families (revised 1980).

A comprehensive compilation of information for service providers. Includes extensive resources on funding of Federal programs and services. Describes health and income benefits, supportive services, and other Federal benefits to disabled persons. Covers over 250 programs including national voluntary organizations, legal advocacy organizations, university-affiliated facilities, regional resource centers, congressional committees, Federal regional offices, State agencies, and more. Price $69.95.

Available from: Governmental Affairs Office, National Association for Retarded Citizens, Suite 516, 1522 K Street, N.W., Washington, DC 20005. Telephone: (202) 785-3388

A Guide for State and Local Government Agencies (1976).

Cost principles and procedures for establishing cost allocation plans and indirect cost rates for grants and contracts with the Federal Government, 88 pages, GPO stock no. 017-000-00191-4, $1.60.

Available from: Superintendent of Documents, U.S. Government Printing Office, Washington, DC 20402. Telephone: (202) 783-3238

Health Grants & Contracts Weekly.

A weekly newsletter tailored to the health professional. Contains requests for proposals, closing dates for grant programs, meeting dates, information about regulations, and notes on agency activities. $115 per year.

Available from: Capitol Publications, Inc., 2430 Pennsylvania Avenue, N.W., Washington, DC 20037. Telephone: (202) 452-1600

How To Get Government Grants (1977).

Phillip Des Marais.

Guide on which Federal agencies to approach for grants, the process agencies use in approving grants, how to write proposals, and how to administer a grant, 160 pages, $13.50.

Available from: Public Service Materials Center, 355 Lexington Avenue, New York, NY 10017. Telephone: (212) 687-0646

An Introduction to Grants and Contracts in Major H.E.W. Health Agencies (1978).

An easy-to-understand primer on the world of grants and contracts in the Federal Government, with special emphasis on the major health agencies in the U.S. Public Health Service. Includes a detailed list of PHS programs which are administered at the regional office level. Contains annotated references. 48 pages. Member agencies, $4 prepaid; nonmembers, $5 prepaid.

Available from: National Health Council, Inc., 15th Floor, 1740 Broadway, New York, NY 10019. Telephone: (212) 582-6040

Local Government Funding Report.

A weekly newsletter providing extensive coverage of Federal funding for local programs. Although oriented toward the concerns of local governments, it is useful to people in private nonprofit organizations, especially those involved in more than one program area. Contains detailed coverage of pending legislation, indepth analyses of new program regulations, and other information. $96 per year.

Available from: Government Information Services, 752 National Press Building, N.W., Washington, DC 20045. Telephone: (202) 638-5095

Obtaining Federal Money for Children (1976).

William C. Copeland

Describes the steps that must be taken to obtain Publications Service needed funds, with sections on the development of program concepts, efficient organization, and understanding State and county budget cycles. Includes individual State analyses, 66 pages, $6.

Available from: Child Welfare League of America, Inc., 65 Irving Place, New York, NY 10003. Telephone: (212) 254-7410

Research, Demonstration, and Evaluation Studies (1977).

Descriptive information on the Research Program of the Administration for Children, Youth, and Families for fiscal year 1977. Lists specific projects funded by this administration in the context of eight long-range goals, 123 pages. A limited supply of complimentary copies available.

Available from: Administration for Children, Youth, and Families, Publication Unit, Department of Health and Human Services, P.O. Box 1182, Washington, DC 20013. Telephone: (202) 755-7750

Resource Guide: Architectural Barriers Removal (1979).

A guide to information resources, funding, and publications available from Federal sources, compiled to aid in the development of barrier-free environments, 41 pages, free.

Available from: Clearinghouse on the Handicapped, Office for Handicapped Individuals, Room 338D, Hubert H. Humphrey Building, 200 Independence Avenue S.W., Washington, DC 20201. Telephone: (202) 245-1961

Resource Guide: Recreation and Leisure for Handicapped Individuals (1979).

Designed for professionals and administrators, this is a guide to information resources, funding, and publications to aid in the development of recreational programs and leisure time activities for handicapped persons, 94 pages, free.

Available from: Clearinghouse on the Handicapped, Office for Handicapped Individuals, Room 338D Hubert H. Humphrey Building, 200 Independence Avenue, S.W., Washington, DC 20201. Telephone: (202) 245-1961

Roadmap Through Title XX (1979).

William C. Copeland and Iver A. Iverson.

Contains an analysis of the issues and regulations governing Title XX funding. Allows readers to teach themselves methods of analyzing regulations and acquire a logical and detailed understanding of the Title XX regulations. Reference for administrators, evaluators, and auditors of the Title XX programs, 138 pages, $6.

Available from: Child Welfare League of America, Inc., Publications Service, 67 Irving Place, New York, NY 10003. Telephone: (212) 254-7410

Publications on Private Sector Funding

About Foundations: How To Find the Facts You Need To Get a Grant.

Judith B. Margolin (Rev. 1979)

An introduction to information research on foundations in preparation for submitting funding proposals. Contains annotated bibliographies on general foundation information and on State or regional foundation directories, 48 pages, $5.

Available from: Foundation Center, 888 Seventh Avenue, New York, NY 10019. Telephone: (212) 975-1120

The Bread Game (Rev. 1979).

"How to" manual for raising funds from foundations, 150 pages, being revised.

Available from: New Glide Publications, 330 Ellis Street, San Francisco, CA 94102. Telephone: (415) 775-0918

Directory of Pennsylvania Foundations (1978).

S. Damon Kletzien, Ed.

Lists more than 2,200 foundations in Pennsylvania with assets over $3 billion and granting over $160 million per annum, 304 pages, $14. (Make checks payable to: Friends of the Free Libarary.)

Available from: Free Library of Philadelphia, Logan Square, Philadelphia, PA 19103. Telephone: (215) 686-5322

The Foundation Center National Data Book (1979).

Information on over 21,000 nonprofit organizations which are classified as private foundations. Useful in finding small and geographically limited grantmaking private foundations, two volumes, $40.

Available from: Foundation Center, 888 Seventh Avenue, New York, NY 10019. Telephone: (212) 975-1120

Foundation Center Source Book Profiles.

An annual looseleaf subscription service providing analytical profiles of all foundations giving more than $200,000 per year which are not restricted to strictly local giving. Service includes cumulative monthly index and updates, $350 for complete 2-year series.

Available from: Foundation Center, 888 Seventh Avenue, New York, NY 10019. Telephone: (212) 975-1120

The Foundation Directory, 7th Edition (1979).

Listing of 5,454 foundations with fields of interest, general purpose and activities, and any special limitations, 626 pages, $40.

Available from: Columbia University Press, 136 South Broadway, Irvington, NY 10533. Telephone: (914) 591-9111

The Foundation Grants Index (Annual).

Cumulative listing of over 15,000 grants awarded by American foundations, 361 pages, $20.

Available from: Columbia University Press, 136 South Broadway, Irvington, NY 10533. Telephone: (914) 591-9111

Foundation Grants to Individuals (1979).

Profiles the programs of more than 12,000 foundations that make grants to individuals. Lists sources of funds for scholarships, internships, medical assistance, residencies, and travel grants. Arranged by broad program areas, 250 pages, $15.

Available from: Foundation Center, 888 Seventh Avenue, New York, NY 10019. Telephone: (212) 975-1120

Foundation News (bimonthly).

Features articles about developments in the field; includes the "Foundation Grants Index" (latest reported grants of $5,000 or more). Annual subscription, $20, or $35 for 2 years (12 issues).

Available from: Council of Foundations, 888 Seventh Avenue, New York, NY 10019. Telephone: (212) 489-7120

FRI Capital Ideas (1979).

An indepth description of how to solicit major gifts from private sources, showing how to prepare for, launch, and run a capital fundraising campaign or a major gift program. Many case histories and examples, 320 pages, $48, postpaid.

Available from: Fund Raising Institute, Box 365, Ambler, PA 19002. Telephone: (215) 646-7019

FRI Monthly Portfolio.

An eight-page monthly newsletter on fundraising techniques that are applicable to most types of organizations. Many articles are illustrated; most articles are edited to contain just the key "how to" ideas, 12 issues, $38, postpaid.

Available from: Fund Raising Institute, Box 365, Ambler, PA 19002. Telephone: (215) 646-7019

Giving USA Annual Report.

Compilation of facts and trends of American philanthropy for a given year, 52 pages, $10 (special rates for multiple copies).

Available from: American Association of Fund Raising Counsel, 500 Fifth Avenue, New York, NY 10036. Telephone: (212) 354-5799

Giving USA Bulletin (10 issues per year).

Ongoing source of current trends and other information that affects philanthropy and nonprofit organizations and institutions, $30 yearly (subscription includes *Giving USA Annual Report and Master Calendar).*

Available from: American Association of Fund Raising Counsel, 500 Fifth Avenue, New York, NY 10036. Telephone: (212) 354-5799

How To Write a Successful Fund-Raising Letter.

Jerald Huntsinger.

The complete course includes 8 hours of instructions on tape cassettes, a 142-page textbook coordinated with the tapes, an album of sample fundraising letters keyed to the textbook, and a review book, $97 postpaid.

Available from: Fund Raising Institute, Box 365, Ambler, PA 19002. Telephone: (215) 646-7019

National Directory of Arts Support by Business Corporations (1979).

Lists 703 major corporations with 2,812 divisions, subsidiaries, and affiliates, including addresses, officers, and programs supported. Unpaged, paper, $65.

Available from: Washington International Arts Letter, P.O. Box 9005, Washington, DC 20003. Telephone: (202) 488-0800

National Directory of Arts Support by Private Foundations, Vol. 3 (1977).

Lists 1,217 foundations, typical grants, and codes of disciplines subsidized, 264 pages, paper, $65.

Available from: Washington International Arts Letter, P.O. Box 9005, Washington, DC 20003. Telephone: (202) 488-0800

National Directory of Grants and Aid to Individuals in the Arts, (1979).

Lists over 1,800 sources of financial assistance in all the arts, coded by discipline. Includes restrictions, amounts over $1,000, deadlines, and addresses, 221 pages, paper $15.95.

Available from: Washington International Arts Letter, P.O. Box 9005, Washington, DC 20003. Telephone: (202) 488-0800

The New How To Raise Funds From Foundations (1979).

Joseph Dermer, Ed.

Guidelines for approaching a foundation through written contact. Includes sample letters and presentations, 92 pages, $8.95.

Available from: Public Service Materials Center, 355 Lexington Avenue, New York, NY 10017. Telephone: (212) 687-0646

The 1976-77 Survey of Grant-Making Foundations (biannual).

Answers given by foundations to four pertinent questions in grantseeking: (1) when best to apply; (2) how to request the first interview; (3) which individual should receive request; and (4) which foundations to consider. Designed for use with *The Foundation Directory* listed above, 62 pages, $8.50.

Available from: Public Service Materials Center, 355 Lexington Avenue, New York, NY 10017. Telephone: (212) 687-0646

Understanding Grant-Making Foundations (1976).

An introduction to grantmaking foundations. Describes the scope, philosophy, and operating methods of foundations and the grantmaking process. Discusses the potential relevance of foundations as a resource for special education programs, 15 pages, $2.50. Publication list is available.

Available from: National Association of State Directors of Special Education, 1201 16th Street, N.W., Washington, DC 20036. Telephone: (202) 833-4218

What Will a Foundation Look for When You Submit a Grant Proposal? (1974).

Guidebook based on Foundation Center's grant file, 8 pages. Single copy free.

Available from: Foundation Center, 888 Seventh Avenue, New York, NY 10019. Telephone: (212) 975-1120

Where America's Large Foundations Make Their Grants (1977).

Joseph Dermer, Ed.

List of grants made by 500 foundations with assets of $5 million or more, giving name, address, grant amount for each recipient organization and, in many cases, the purpose of the grant, 254 pages, $24.

Available from: Public Service Materials Center, 3555 Lexington Avenue, New York, NY 10017. Telephone: (212) 687-0646

General Publications

The Complete Fund Raising Guide (1975).

Howard R. Mirkin.

Specifics of conducting all kinds of fundraising campaigns. Discusses sources of funds as well as operational details for campaigns, 159 pages, $12.50.

Available from: Public Service Materials Center, 355 Lexington Avenue, New York, NY 10017. Telephone: (212) 687-0646

Do or Die: Survival for Nonprofits (1973).

James C. Lee.

Discussion of the "antiprofit" syndrome and how it misleads the not-for-profit organizer; exploration of other myths, misconceptions, and frequent mistakes. Includes an overview of how nonprofit organizations should be run to be successful, 102 pages, $9.95 plus $1.50 postage and handling.

Available from: Taft Products, Inc., Suite 600, 1000 Vermont Avenue, N.W., Washington, DC 20005. Telephone: (202) 347-0788

Fund Raising Management (bimonthly).

Journal reporting on grantsmanship, fundraising, government and corporate funding, related conferences, case histories, etc. Index available, $16 yearly.

Available from: Fund Raising Management, 224 Seventh Street, Garden City, NY 11530. Telephone: (516) 746-6700

FRM Weekly.

Newsletter reporting on current funding topics, legislation, meetings, activities. $52 yearly.

Available from: Fund Raising Management, 224 Seventh Street, Garden City, NY 11530. Telephone: (516) 746-6700

Grants: How to Find Out About Them (1975).

Virginia P. White.

Major funding sectors (Federal, private industry, and philanthropic foundations) are described. Pertinent sources of grant information are outlined. Preapplication and application phases of the grants process are delineated, 354 pages, $19.50.

Available from: Capitol Publications, Inc., 2430 Pennsylvania Avenue, N.W., Washington, DC 20037. Telephone: (202) 452-1600

Handicapped Funding Directory (1980).

Burton J. Eckstein, Ed.

Lists over 400 foundations, government agencies, and associations that grant funds to institutions and agencies for programs and services for handicapped individuals. Includes tips on obtaining foundation grants, names and addresses of State agency directors, and a bibliography of publications on grant funding, 174 pages, $16.50 ($15 prepaid).

Available from: Research Grant Guides, P.O. Box 357, Oceanside, NY 11572.

New Approaches to Financing Parks and Recreation (undated).

Detailed methods of obtaining needed lands, facilities, and citizen involvement, with information on fees and taxes; focuses on the relationship of crucial environmental and space problems to acquisition of parks and recreation facilities, paperback, 126 pages, $3.95.

Available from: National Recreation and Park Association, Publication Sales, 1601 Kent Street, Arlington, VA 22209. Telephone: (703) 525-0606

Up Your Accountability (1973).

Discussion of the importance of sound accounting practices in establishing funding credibility and improving the organization's efficiency, 66 pages, $9.95, plus $1.50 postage and handling.

Available from: Taft Products, Inc., Suite 600, 1000 Vermont Avenue, N.W., Washington, DC 20005. Telephone: (202) 347-0788

Viewpoints: State and Local Legislation Regulating Solicitation of Funds from the Public (1976).

Reference source for voluntary health agencies and legislators concerned with uniformity of laws affecting solicitation of funds from the public, 30 pages. Member agencies, $2 prepaid; nonmembers, $3 prepaid.

Available from: National Health Council, 1740 Broadway, New York, NY 10019. Telephone: (212) 582-6040

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